DOCUMENT RESUME

ED 126 773 HE 007 447

TITLE Virginia Commonwealth University Faculty Handbook.
INSTITUTION Virginia Commonwealth Univ., Richmond.
PUB DATE Jul 73
NOTE 77p.

EDRS PRICE MF-$0.83 HC-$4.67 Plus Postage.
DESCRIPTORS Academic Freedom; Academic Standards; *Administrative Policy; Ancillary Services; *College Faculty; Committees; Educational Objectives; Faculty Organizations; Faculty Promotion; Fringe Benefits; *Higher Education; Job Tenure; *Personnel Policy; Salaries; *State Universities; Teacher Responsibility
IDENTIFIERS *Faculty Handbooks; Virginia Commonwealth University

ABSTRACT

This description of policies and procedures, of Virginia Commonwealth University from 1972 to 1973 discusses: (1) general information; (2) university organization and administration; (3) faculty employment and status; (4) faculty benefits; (5) faculty rights and responsibilities; (6) university services; and (7) resources for faculty development. Policies and procedures discussed include: accreditation, the university assembly, the faculty senate, administrative divisions, faculty tenure, leave, promotions and salaries, and faculty benefits. (KE)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED126773

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

Faculty Handbook

Virginia Commonwealth University

Faculty Handbook

Virginia Commonwealth University

This Faculty Handbook is the result of efforts begun in 1970 by the Faculty Handbook Committee of the Faculty Senate to compile a document to inform faculty about the policies, procedures and services of Virginia Commonwealth University. It is with much pride and with appreciation for the support and assistance of administration, faculty and staff that this Handbook is distributed to members of the University community. The compilation of this publication does not imply faculty approval of any policy included but, rather, indicates acceptance of the Handbook as descriptive of present policies and procedures.

Florence Z. Segal
President
Faculty Senate
1972-73

July 30, 1973

General Information 1
University Organization & Administration 2
Faculty Employment & Status 3
Faculty Benefits 4
Faculty Rights and Responsibilities 5
University Services 6
Resources for Faculty Development 7

General Information

History 6
Purposes and Objectives 8
Accreditation 9
Policy on Equal Opportunity 9
University Publications 10

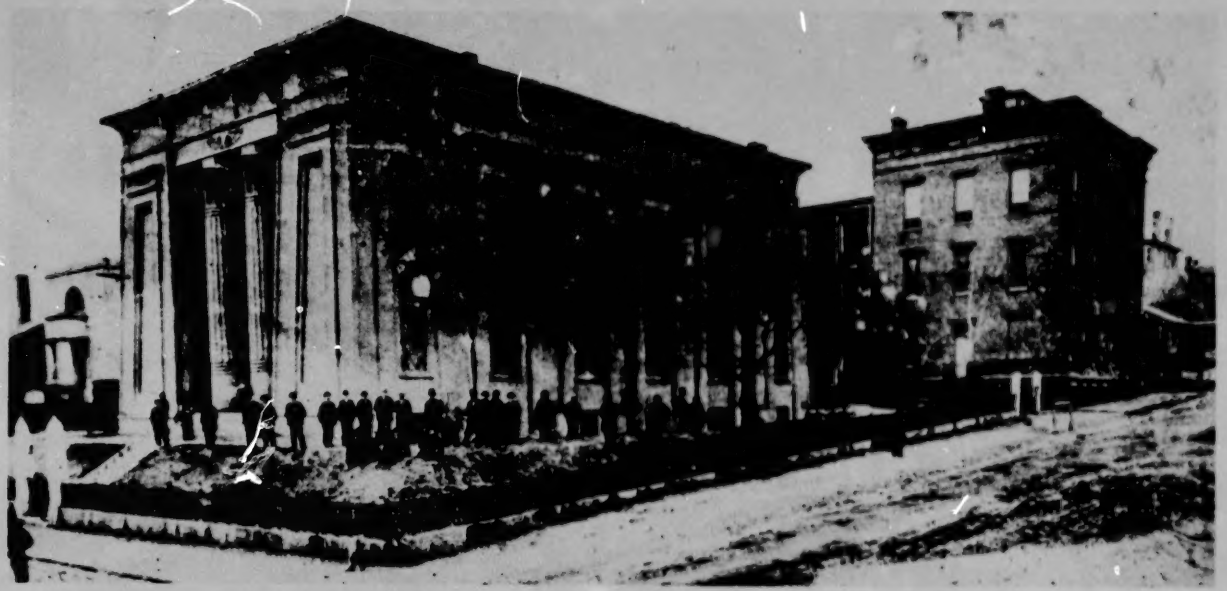
History. Virginia Commonwealth University is an urban-oriented institution composed of more than 24,000 persons. Its full-time faculty total in excess of 1,150 and part-time and adjunct faculty about 800. Supporting the faculty is a staff of more than 5,000 persons, which together with the faculty, serve a student body of about 17,000 and provide health care to more than 200,000 patients in a year.

Virginia Commonwealth University takes its founding date from the Medical College of Virginia, which was created in 1838 as the medical department of Hampden-Sydney College. MCV became an independent institution in 1854 and a state-supported one in 1860. The first outpatient clinic was established in 1867. A second medical college, the University College of Medicine, opened in 1893, was consolidated with MCV in 1913.

The Academic Campus began as the Richmond School of Social Work and Public Health in 1917. In 1925 the school became the Richmond Division of the College of William and Mary. Fourteen years later its name was changed to Richmond Professional Institute of the College of William and Mary. In 1953 RPI, previously accredited through connection with William and Mary, was elected to full membership and accredited in its own name by the Southern Association of Colleges and Schools. By act of the General Assembly of 1962, RPI was separated from the College of William and Mary and made an independent state-supported institution.

The 1968 General Assembly approved a recommendation that RPI and MCV merge to form Virginia Commonwealth University. As a result, the new university came into existence on July 1, 1968, as a coeducational, state-supported, urban institution combining a broad range of undergraduate, graduate, and professional programs with one of the largest and most comprehensive medical centers on the east coast.

The university has two divisions although organizationally it operates as one institution with two campuses. The Academic Campus, located in a residential area just west of downtown Richmond, offers undergraduate and graduate programs in a variety of instructional areas. Enrollment includes approximately 15,000 students in six schools: the Arts, Arts and Sciences, Business, Community Services, Education, and Social Work. The faculty totals nearly 600.



The MCV Campus, adjoining the central business district, is nearly two miles east of the Academic Campus. Approximately 2,100 students are enrolled in its six schools: Allied Health Professions, Basic Sciences and Graduate Studies, Dentistry, Medicine, Nursing, and Pharmacy. Full-time faculty number about 600, with an almost equal number of clinical part-time appointments. In addition almost 400 interns and residents on the housestaff are receiving graduate medical education here.

The MCV Hospitals, totaling 1,050 beds, with annual admissions of some 35,000, outpatient visits of about 210,000, and 55,000 emergency room visits, provide clinical, educational, and research facilities to the university. McGuire Veterans Administration Hospital, located about 15 minutes from the MCV Campus, also serves these functions. Students and housestaff are assigned to McGuire for education, and its medical service staff hold faculty appointments at MCV/VCU. Many other resources in Richmond and surrounding counties are used by a number of schools for clinical experience for their students.

The 1973 Virginia General Assembly approved plans to spend $90,000,000 ($79 million of revenue bonds) for building a new hospital and for replacement and renovation of existing buildings on the MCV Campus. This work is to be completed by 1981.

The accessibility of Virginia Commonwealth University to many citizens of the Commonwealth of Virginia indicates continued and rapid growth in education programs, health-care facilities, and research. A master site plan was approved in 1971 proposing a development strategy based upon a concept of interlocking buildings on each campus. Connecting corridors will provide indoor communication linking most major facilities on each campus. Attention is given to the preservation of historic structures, including the Valentine Museum and the White House of the Confederacy.

The master site plan calls for the acquisition of more land in the area of the Academic Campus generally bounded by Laurel, Harrison, Floyd, and Cumberland Streets. The utilization of buildings with inner courts and of over-street connectors between buildings will minimize pedestrian street traffic.

Purposes and Objectives. A statement of purposes and objectives for the university was adopted by the Board of Visitors on November 21, 1968: PURPOSES: Virginia Commonwealth University shall endeavor to provide an educational environment nurturing and stimulating teaching, research, and service. Sensitive to the needs of urban life in the Commonwealth, it will strive to promote the pursuit of knowledge and the dissemination of professional skills.

OBJECTIVES: "To identify and anticipate urban problems, to advance experimentation and open-ended attitudes in their solution through appropriate research, and to develop the university as a planning and resource center for urban living.

"To commit itself to creative and varied programs of teaching, research, and consultation, contributing to the improvement of the quality of life within urban communities.

"To promote and develop programs of continuing and graduate education relevant to contemporary society.

"To provide an educational climate which will stimulate in the student a lifelong commitment to learning and service; which will develop competence and motivation to work toward the realization of individual and community potentials; and which will set for the student an example of excellence.

"To develop and maintain an environment of educational excellence that will attract and motivate faculty to pursue their work in accordance with the highest educational standards.

"To recognize the imaginative power of the arts and humanities in reflecting the problems and aspirations of society and of the human condition; to acknowledge the role of the arts in changing behavior, and to provide opportunities throughout the university and the Commonwealth to maximize their relevance, both individually in the self-realization of the student, and publicly, in exhibition and performance.

"To complement existing institutions of higher learning by providing programs of a uniquely urban character, thus enhancing the educational opportunities of the Commonwealth."

The purposes and objectives of the university quoted above are amplified by the educational purposes of MCV/VCU as stated in its catalog: "The objective of the Medical College of Virginia of Virginia Commonwealth University, is to provide an educational environment where men and women can prepare themselves for careers as practitioners, teachers, or researchers in the health and biological sciences:

"1. To maintain an environment of educational excellence that will attract students and faculty interested in an institution maintaining the highest academic standards.

"2. To promote an educational atmosphere that will develop in students: (a) desire and interest in lifelong learning; (b) intellectual curiosity; and (c) excellence in skills and knowledge required for the solution of problems of health and disease.

"3. To provide standards of clinical practice and scientific investigation that will serve students as examples throughout their professional careers."

Accreditation. Virginia Commonwealth University is an accredited member of the Southern Association of Colleges and Schools. Individual schools, departments, and programs are also accredited by a variety of state and national associations:

SCHOOL OF ALLIED HEALTH PROFESSIONS
Department of Hospital and Health Administration: Accrediting Commission on Graduate Education in Hospital Administration
Department of Medical Technology: Council on Medical Education of the American Medical Association in collaboration with the American Society of Clinical Pathologists
Program in Cytotechnology: Council on Medical Education of the American Medical Association in collaboration with the American Society of Clinical Pathologists
Program of Radiologic Technology: Council on Medical Education of the American Medical Association in collaboration with the American College of Radiology and the American Society of Radiologic Technologists
Program of Patient Counseling: Association for Clinical Pastoral Education, Incorporated
Department of Physical Therapy: Council on Medical Education of the American Medical Association in collaboration with the American Physical Therapy Association
Department of Nurse Anesthesia: American Association of Nurse Anesthetists
Department of Occupational Therapy: Council on Medical Education of the American Medical Association in collaboration with the American Occupational Therapy Association

SCHOOL OF THE ARTS: National Association of Schools of Art
Department of Music: National Association of Schools of Music

SCHOOL OF ARTS AND SCIENCES
Department of Chemistry: The American Chemical Society

SCHOOL OF BUSINESS
Department of Business Education and Office Administration: National Association of Business Teacher Training Institutions
Department of Retailing: American Collegiate Retailing Association

SCHOOL OF DENTISTRY: Council on Dental Education of the American Dental Association

SCHOOL OF EDUCATION: Virginia State Department of Education

SCHOOL OF MEDICINE: Liaison Committee on Medical Education of the American Medical Association and the Association of American Medical Colleges

SCHOOL OF NURSING: National League for Nursing and the Virginia State Board of Nursing

SCHOOL OF PHARMACY: American Council on Pharmaceutical Education

SCHOOL OF SOCIAL WORK: Council on Social Work Education

MCV HOSPITALS: American Medical Association Joint Commission of Accreditation of Hospitals

Policy on Equal Opportunity. The Board of Visitors, the administration, and the faculty of Virginia Commonwealth University are committed to a policy of equal opportunity in education, employment, and advancement without regard to race, creed, color, sex, or national origin. This is an affirmative commitment which the university president has declared to be "a moral and legal obligation." VCU has an equal employment opportunity officer who reports to the director of personnel.

University Publications. *Virginia Commonwealth University Bulletin, Academic Campus,* is published annually for use by the university community and prospective students. It contains the official university policy on undergraduate admissions, expenses, student life, academic regulations, degree requirements, and courses available on the Academic Campus.

Virginia Commonwealth University Bulletin, Graduate Issue, is published annually for each school on the Academic Campus offering graduate programs. For use by present and prospective graduate students, it contains official university policy on graduate admissions, expenses, academic regulations, degree requirements, and courses available at the Academic Campus.

Bulletin, Medical College of Virginia of Virginia Commonwealth University is published annually for use by the university community and prospective students. It contains the official university policy on undergraduate and graduate admissions, expenses, student life, academic regulations, degree requirements, and courses available on the MCV Campus.

VCU Today is published bi-monthly throughout the year by the Office of University Relations and is circulated to faculty boxes and campus pick-up points. It contains news from both campuses of interest to faculty and staff.

VCU Magazine is published quarterly in February, May, September, and November by the Office of Alumni Activities and circulated to alumni, faculty, and friends of the university. It informs readers about the changing university and the current activities of VCU alumni.

Scarab, published quarterly by the MCV Alumni Association, is circulated to MCV alumni and faculty. It informs readers about the changing university and the current activities of MCV alumni.

Commonwealth Times is published weekly (except during Academic Campus vacations, examination periods, and in the summer) by a student staff. It is the campus newspaper and is circulated widely from pick-up locations in almost all university buildings.

VCU Faculty Senate Report, prepared by the Communications and Publications Committee of the Faculty Senate, is circulated to all faculty members. It contains news of Faculty Senate activities, announcements, and questionnaires soliciting faculty opinions.

Evening College Catalogue, published by the Evening College in mid-summer and circulated to the Richmond community as a supplement to the *Richmond News Leader,* contains a statement of university academic policies and a listing of courses offered by the Evening College during fall and spring semesters of the ensuing academic year.

Summer Sessions Catalogue is published by the Evening College in early spring and circulated to the Richmond community as a supplement to the *Richmond Times-Dispatch.* It contains a statement of university academic policies and a listing of courses to be offered during the ensuing summer sessions.

Evening College Faculty Procedures Manual, prepared annually by the Evening College, is principally designed to explain university policies and Evening College procedures to the adjunct faculty of the Evening College.

Housestaff Manual, published by the Office of the Assistant Dean of Medicine for Housestaff Education and circulated to the hospital housestaff, explains hospital procedure.

Faculty Directory is prepared annually in the early fall by the Evening College and circulated to all faculty and staff. It contains the names, addresses, and telephone numbers of university faculty and administrative staff members.

Publications Guide is published by the University Publications Office to assist in the preparation of university-related material for publication by university personnel. It also contains the university style manual.

VCU Personal Pocket Planner is prepared annually by the Office of University Relations and sent to faculty and staff. It provides a pocket size appointment calendar running from January to December.

Friday I-O is prepared weekly by the hospital administration for the hospital's staff. It carries information necessary for the day to day operation of the hospitals, acts as a clearinghouse for information exchanges between hospital departments, and keeps employees informed about pending legislation or other matters that may affect them.

Faculty Advisor's Handbook is prepared annually by the Office of the Coordinator of Academic Advising. It is designed to assist faculty in student academic advising on the Academic Campus.

Computereport is published regularly during the academic year by the University Computer Center. It contains information related to computer use and is circulated to all faculty members.

Research in Action, prepared by the Office of Research Grants and Contracts on the MCV Campus, contains information about available scientific and health-oriented grants.

Newsletter is prepared weekly by the Student Activities Office of the VCU Student Center and circulated to students and faculty on the Academic Campus. It contains a listing of meetings and events of interest to students and faculty.

Student Activities Calendar, published prior to each academic year by the Student Activities Office, identifies major university events and provides space for personal notations.

Welcome to Richmond is compiled by the Virginia Commonwealth University Women's Club and circulated to the families of new faculty and staff. It contains useful telephone numbers for community services and information about utilities, public transportation, licenses, taxes, voting, and recreational activities.

School or Department Newsletters:
Action, prepared bi-weekly by the School of Education, is circulated to its faculty as a school newsletter.

Business Dialogue, published by Eta Omega Chapter of the international Fraternity of Delta Sigma Pi, serves as one of the newsletters of the School of Business.

Communique is prepared by the Department of Mass Communications. It is circulated to its alumni as an alumni newsletter.

Currents, prepared by the School of Arts and Sciences and circulated to its faculty, communicates changes in curricula and offers faculty a means of communication with each other.

MCV Quarterly is published quarterly by the medical school and for MCV Campus faculty, alumni and area physicians. It contains papers and reports presented at medical symposia held at MCV/VCU.

Nursing on the Move is prepared monthly by the Department of Nursing Services in the MCV Hospitals. It is circulated to departmental personnel and to School of Nursing faculty. It is a newsletter about development in nursing.

School of the Arts Newsletter is printed quarterly by the School of the Arts. Circulated to alumni and friends, it contains news of the school's activities.

School of Pharmacy News, published quarterly, is directed toward alumni communication and advertises continuing education programs.

Useful Non-University Publications. *Commonwealth of Virginia: SCATS, State Government, VCU, Telephone Directory* is published by the state and circulated to faculty and staff. It contains office addresses and telephone numbers of state employees, including VCU full-time faculty, located in Richmond.

VCU Identification Guide, published by the University Publications Office, explains the proper uses of the university logo and school colors.

Fact Card, published annually by the Offices of University Relations and Development provides a compact listing of basic university statistics.

BMARTIN '73

University Administration & Organization

The University Administration 14
Board of Visitors 14
The University Assembly 15
The Faculty 16
The Faculty Senate 16
Faculty Meetings 17
University and Campus Committees 17
Administrative Divisions, Departments and Offices 19

Robert Martin

The University Administration. (See Appendix)
THE PRESIDENT. The Board of Visitors selects a president to whom it delegates the responsibility of administering the business of the university. The president is responsible to the Board, which holds legal responsibility and authority for the university. The president delegates responsibility and authority to members of his administrative staff and to committees.

THE VICE-PRESIDENTS AND THE PROVOST. There are six vice-presidents (academic affairs, health sciences, finance, hospitals, student affairs, planning and operations) and a provost. The provost is responsible directly to the president for the direction of the activities of the vice-president for health sciences and the vice-president for MCV Hospitals.

The vice-president for academic affairs is responsible for the educational programs at the Academic Campus while the vice-president for health sciences is responsible for the academic programs on the MCV Campus. The vice-president for finance has responsibility for personnel, purchasing, and administering the finances of the university. The vice-president for hospitals has responsibility for the operations of MCV Hospitals. The vice-president for student affairs has responsibility for matters relating to student life, health, governance, discipline, financial aid, housing, counseling, placement, organizations, and student centers. The vice-president for planning and operations has responsibility for engineering, construction, maintenance, physical plant planning, university security, the computer center, university services, and institutional research.

The vice-presidents for academic affairs and health sciences are responsible for all of the instructional units of the university on their respective campuses. The instructional departments of the university are organized into 12 schools (see Section I, A, pages 6 and 7) each headed by a dean.

Board of Visitors. In 1968 the General Assembly of the Commonwealth of Virginia created Virginia Commonwealth University and vested authority over the university in a 15-member Board of Visitors whose members are appointed by the Governor of Virginia to four-year terms and may serve for two consecutive terms. The Board of Visitors is the policy-making body of the university.

Each July the members of the Board elect a rector to be their presiding officer. He appoints the members of Board committees and acts as spokesman for the Board. The Board has six standing committees. Its seven-member Executive Committee, which acts between Board meetings; the Finance Committee, which makes recommendations to the Board in all matters relating to the university's financial affairs and business operations: the Property Committee, which is responsible for all matters relating to the physical plant, equipment, and security of the campuses; the Academic Policy Committee, which has responsibility for educational policies and programs; the Development Committee, which is concerned with fund raising and public relations; and the Student Activities Committee, which has jurisdiction over non-academic student affairs.

The president, the provost, the consultant to the president, and six vice-presidents are invited to attend all Board meetings. At times, other university administrative personnel and faculty also are invited. The faculty has no right of direct access to the Board, but when the Board considers matters dealing directly with faculty concerns, faculty members normally are invited to present their views.

The Board works directly with faculty and students through several committees;
1. The Board of Visitors MCV Hospitals Liaison Committee whose members are: six members of the Board of Visitors appointed by the rector; five department chairmen of the School of Medicine (rotation every six months so that each of the 15 chairmen serves once every 18 months); dean of the School of Medicine; dean of the School of Dentistry or dean of the School of Allied Health Professions (alternate each year); dean of the School of Nursing or dean of the School of Pharmacy (alter-

nate each year); one elected junior faculty member of the School of Medicine; the president of the housestaff; the hospital administrator; two associate hospital administrators; the director of nursing services; and four resource people (provost, vice-president for hospitals, vice-president for health sciences, director of clinical services/chairman of the Hospital Executive Committee). This committee is designed to provide effective discussion of problems peculiar to the hospitals.

2. The Academic Policy Committee of the Board of Visitors maintains liaison with the faculty through the Executive Committee of the Faculty Senate. These committees meet monthly to discuss matters pertinent to the faculty and the educational function of the university.

3. The Student Activities Committee of the Board of Visitors maintains liaison with the student body through meetings with a group of student leaders. This committee meets monthly to discuss matters pertinent to the student body.

The University Assembly, with a membership of 36, is composed of 15 administrators, specifically 12 deans and three vice-presidents (academic affairs, health sciences and student affairs); 15 faculty members, one elected from each of the 12 schools and three elected by the Faculty Senate; and six students, four from the Academic Campus and two from the MCV Campus. Faculty members elected by their schools serve two-year terms, while those elected by the Faculty Senate serve one-year terms.

The three *councils* or *sub-assemblies* of the University Assembly are the Council on Academic Affairs, the Council on Faculty Affairs, and the Council on Undergraduate Student Affairs. Requests for the development of policies and programs are sent to the university president by faculty, student, or administrative groups or individuals.

The president may take action directly or determine that the matter requires action by the University Assembly. In the latter event, the president refers the proposal directly to the University Assembly or to the appropriate council with a copy of the proposal going to each member of the assembly.

The theory behind the formation of the councils is that, comprised as they are of students, faculty, and administrators, they pave the way for matters to move up from student bodies, faculty bodies, and schools for ultimate consideration by the assembly. They also serve to propose solutions to matters on which the assembly is deadlocked. Ad hoc committees appointed by the president have also served in this capacity.

2

THE COUNCIL ON FACULTY AFFAIRS consists of six faculty members, two administrators, and two students. Three of the six faculty members are elected from the faculty in the University Assembly and two are elected from the Faculty Senate. The chairman of the council is the vice-president of the Faculty Senate. The Council on Faculty Affairs considers matters pertaining to the faculty as referred to it by the president of the university or by the University Assembly.

THE COUNCIL ON ACADEMIC AFFAIRS consists of 11 members, including students, faculty, and administrators, appointed by the president of the university. The chairman of the council is the vice-president for academic affairs. The Council on Academic Affairs handles matters of academic policy or programs.

THE COUNCIL ON UNDERGRADUATE STUDENT AFFAIRS (CUSA) consists of nine students, three faculty members, and three administrators. The chairman of the council is the vice-president for student affairs. CUSA is a sounding board and an appeal mechanism in some situations, but primarily it serves as a policy-making body for student affairs. The activities of CUSA are reported to the University Assembly by monthly minutes. Members of the assembly may challenge decisions made by CUSA.

The Faculty. Full-time members of the faculty appointed by the Board of Visitors have organized themselves into the "Faculty of Virginia Commonwealth University." The *Bylaws of the Faculty* have been approved by the Board of Visitors. The organization serves two purposes: (1) to insure and disseminate knowledge and professional skills through teaching, study, research, creativity, exhibition, performance, and provision of community services; and (2) to insure through investigation, examination, comment and recommendation that the educational goal of the university is being realized by the policies and procedures employed in the university.

All full-time members of the faculty are voting members.

The *Bylaws of the Faculty* provide that the president of the university call a general faculty meeting once each semester. The president reports to the faculty on those matters he regards of interest to them. The Faculty Senate president may present a list of topics which the Faculty Senate would like the president of the university to discuss and individual faculty members may raise questions during the meeting. The *Bylaws* also provide that on petition of 25 faculty members the president of the Faculty Senate shall call a general faculty meeting.

In order to carry forth the purposes of the "Faculty of Virginia Commonwealth University," the *Bylaws* establish two mechanisms of faculty action: (1) the Faculty Senate which represents the voice of the faculty on matters of general concern or importance; and (2) the organization of the faculty of each school within the university, by any method that they shall freely choose, to insure their participation in the governance of their school.

The Faculty Senate. On July 23, 1970, the Board of Visitors "unanimously approved that the Faculty Senate be established and recognized to represent the faculty in the areas of (its) responsibilities and concerns."

The Faculty Senate is charged by the *Bylaws of the Faculty* with responsibility:
1. to express opinions on university affairs as the Faculty Senate deems appropriate and necessary;
2. to participate in formulating academic or educational policies which affect more than one school;
3. to consider such policies, programs, and other matters as the administration, college faculties, student organizations, and individual members of the faculty may propose;
4. to help create, maintain, and protect a university environment conducive to growth of scholarship, creativity, learning, teaching, research, service, and respect for human dignity and rights;
5. to accept and share responsibility with administration and students in an effort to improve the stature and effectiveness of the university.

The purpose of the Faculty Senate is to be an effective representative organization that can enter into a partnership of shared responsibility and cooperative action between the faculty and administration in order to promote the general welfare of the university.

The Faculty Senate is composed of 62 elected members. Two senators are elected by the faculty of each school and by the professional staff of the university libraries. Larger schools are allotted additional members in proportion to their size. Senators serve for a three-year term and may not immediately succeed themselves. One-third of the senators are elected each spring.

The Faculty Senate elects its president, vice-president, secretary, and two executive board members; it also elects three representatives to the University Assembly, two representatives to the Council on Faculty Affairs, and two representatives to the State Faculty Senate.

The Executive Committee, chaired by the president of the Faculty Senate, consists of the vice-president, secretary, immediate past president and two members elected at-large by the senate. Much of the work of the senate is done by its standing committees: academic programs and plans, By-laws and rules, faculty status, communications and publications, credentials, student affairs, faculty handbook, and faculty forum. The president appoints committee members including some non-senators.

The senate meets monthly during the academic year. Special meetings may be called at any time to deal with pressing problems.

Faculty Meetings. A faculty meeting for the Academic Campus is held at the beginning of each academic year to welcome faculty and to make announcements about orientation and registration. A meeting of the adjunct faculty of the Academic Campus is held in the evening of fall registration week to allow the adjunct faculty to meet with their deans and chairmen and to give the president an opportunity to inform them of developments within the university. Traditionally, a buffet banquet is provided for regular and adjunct faculty of the Academic Campus during the break between the fall and spring semesters. Here again, the president makes an informal progress report.

The vice-president for health sciences calls meetings of the MCV/VCU faculty when there is a need for them.

The separate schools on both the Academic and MCV Campuses establish their own schedules of meetings.

University and Campus Committees.

UNIVERSITY COMMITTEES

Committee on Naming Buildings recommends to the Board of Visitors names for buildings, segments of buildings, schools, departments, chairs, and scholarships. The following policies govern the selection procedures: (1) an individual whose name is suggested will not be actively associated with the university and will have made a major contribution to the university, the state, or the nation; (2) names suggested may be other than names of individuals; (3) the committee allows several months following their original vote before confirming the action as a final decision; (4) the above policies may be waived under unusual circumstances in order to meet the wishes of major donors. The president chairs the committee and appoints one student from each campus, two members of the Board of Visitors, two vice-presidents, two faculty members, and two alumni to serve on the committee.

Faculty Advisory Committee for University Libraries assists in making decisions to guide the library administration concerning the needs of faculty and students. The vice-president for academic affairs appoints four faculty members from the Library Faculty Advisory Committee of the MCV Campus, four members from the Library Faculty Advisory Committee of the Academic Campus, one undergraduate student from the West Campus, and one student from the East Campus.

Intercollegiate Athletic Committee assists in determining the policies governing the Department of Athletics and the intercollegiate male sports program of the university. This committee recommends the pricing of tickets to home athletic events. The president appoints three vice-presidents, one alumnus from each campus, three students, and five faculty members (one of whom is chairman) to serve on the committee.

Advisory Committee for the University Grant-in-Aid Program evaluates applications, recommends the awarding of grants, and develops guidelines for the awarding of faculty grants from the monies available to the University Grants-in-Aid Program for Faculty. (See Section VII, page 58). The vice-president for health sciences chairs the committee. Appointments to the committee are made jointly by the vice-president for health sciences, the vice-president for academic affairs, and the president of the Faculty Senate.

ACADEMIC CAMPUS COMMITTEES

Academic Status Committee acts on petitions submitted by VCU students for the waiver of academic rules and regulations. The basic function of the committee is to determine in specific instances for specific students, whether an established academic policy or regulation should be waived for a given petitioner. Although the committee may make recommendations, the establishment of policy is not its function. The vice-president for academic affairs appoints an assistant dean from each of the six schools, one faculty member from each of the six schools, one representative from the university registrar's office, and one representative from the Evening College to serve on the committee.

Admissions Committee acts as a screening agent for marginal candidates seeking admission to

degree-granting programs. In fulfilling this charge, the committee upholds the mission and academic integrity of the institution. The majority of the committee's time is occupied with three types of referrals: (1) marginal general studies applicants; (2) applicants not falling within the usual guidelines; (3) special cases referred by the director of admissions or his assitants or by an assistant dean. A second major function of the committee is to serve in an advisory capacity in developing and recommending admission procedures and policies. The director of admissions appoints one representative from each of the six undergraduate schools, and three ex-officio members (two assistant directors of admission, and one admissions counselor) to serve on the committee.

Registrar's Advisory Committee provides input for the registrar's office from faculty and students. The university registrar appoints one faculty member from each of the six schools and one undergraduate or graduate student from each of the six schools. The registrar serves as chairman of the committee.

Committee on Instruction evaluates proposed new degree programs, and passes on changes, additions, and deletion of courses, both undergraduate and graduate, for each of the six schools. The vice-president for academic affairs chairs the committee that is composed of the academic deans of the six schools, one faculty member from each of the six schools, and three students. The faculty members are appointed to staggered three-year terms by the vice-president for academic affairs upon recommendation of the dean of each school. The students who have full voting membership are appointed for one-year terms by the vice-president for academic affairs upon rotating recommendation of the academic deans. The assistant vice-president for academic affairs is an ex-officio member. The Office of the Evening College and the Office of the University Registrar are represented by non-voting members.

Faculty Advisory Committee for the Cabell Library advises and counsels the director of university libraries and provides communication between the library and the faculty of the Academic Campus. The vice-president for academic affairs appoints to the committee four faculty members from the School of Arts and Sciences, two from The School of the Arts, one each from the School of Community Services, the School of Social Work, the School of Education, and the School of Business, and one undergraduate student.

MCV CAMPUS COMMITTEES

Animal Care Committee establishes regulations and procedures for the receipt, housing, and care of animals used by the institution for research and other purposes and recommends policies in connection therewith. The supervision of the committee is assigned to the dean of the School of Basic Sciences and Graduate Studies. After consultation with the Executive Council (the six MCV campus academic deans, the vice-president for hospitals, and the assistant vice-president for health sciences), the vice-president for health sciences appoints the membership of the committee.

Conduct of Clinical Research Committee establishes standards with regard to safety, health, and welfare of human beings participating in research as subjects and establishes procedures that will provide investigators authoritative institutional approval of proposed studies. After consultation with the Executive Council and the Departments of Sociology and of Psychology on the Academic Campus, the vice-president for health sciences appoints the committee.

Continuing Education Committee coordinates programs and recommends policies regarding continuing education. The membership is composed of the individual faculty members responsible for continuing education in the Schools of Allied Health Professions, Dentistry, Medicine, Nursing, and Pharmacy. After consultation with the Executive Council and the Departments of Sociology and of Psychology on the Academic Campus, the vice-president for health sciences appoints the committee.

Curriculum Committee evaluates letters of intent and program proposals for new degree programs in the health sciences, and considers overall curricular problems of the schools on the MCV Campus. After consultation with the Executive Council, the vice-president for health sciences appoints the committee and acts as chairman.

The Graduate Council monitors the progress of graduate programs, considers individual graduate student deficiencies, and approves new programs and new course offerings in graduate studies. The membership is suggested by the dean of the School of Basic Sciences and Graduate Studies and after consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Institutional Research Advisory Committee receives applications for institutional research funds and A. D. Williams fellowships and submits recommendations for the award of the A. D. Williams summer fellowship funds and other institutional research funds to the A. D. Williams Committee. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Learning Resources Committee assists in the establishment of policy concerning the use of Tompkins-McCaw Library facilities, audiovisual aids, computer-aided instruction, and other learning resources for the MCV Campus. Selected members of the Learning Resources Committee also serve on the university-wide Library Committee. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Microscope Committee recommends policies, rules, and regulations for the maintenance, assignment, and procurement of institutional microscopes, including electron microscopes. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Radioisotope Committee establishes policies regarding the use of radioisotopes on the university campuses and monitors the activities of the radiation control officer, aiding him in problems relating to the safe use of isotopes. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Religious Activities Committee supervises a program relating religion to the health sciences, supervises the activities of the director of the program, serves in an advisory capacity to the dean of the School of Allied Health Professions concerning the director of religious activities, and advises the MCV Foundation on the use of Monumental Church, its endowment fund, and the agreement that transferred the property to the foundation. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Safety Committee reviews reports of accidents, safety procedures, and policies, and recommends improvements in the safety program of the College Division of the MCV Campus. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

Student Aid Policies Committee advises the Office of Student Affairs and the financial aid officer about policies and procedures for granting loans and scholarship funds to students on the MCV Campus. After consultation with the Executive Council, the vice-president for health sciences appoints the committee.

A. D. Williams Committee decides on the distribution of funds for scholarships, fellowships, and research grants-in-aids for the MCV Campus with the advice and recommendations of the Institutional Research Advisory Committee. The membership includes all the deans on the MCV Campus, both the chairman and the secretary of the Institutional Research Advisory Committee, the comptroller, and the assistant vice-president for health sciences.

The Executive Committee of the Medical Staff acts as the liaison group for the clinical departments of the School of Medicine in their relations with the hospitals. It is composed of the clinical department chairman and is chaired by the director of clinical services.

Administrative Divisions, Departments and Offices. ACADEMIC AFFAIRS. The vice-president for academic affairs is responsible among other duties for the operation of the Office of Admissions, the Office of the University Registrar, the University Libraries, the Office of the Evening College, Summer Sessions, and the Center for Continuing Education.

The Office of Undergraduate Admissions, Academic Campus, operating under the vice-president for academic affairs, coordinates the admission of undergraduate students. Although primarily implementing policy, the office of undergraduate ad-

missions suggests policy changes through the Admissions Committee. Such recommendations are made to the vice-president for academic affairs.

Each school on the MCV Campus has its own admissions committee and its own procedures. School committees meet regularly throughout the year to recommend candidates for admission to their dean.

The Office of the University Registrar operates under the vice-president for academic affairs. The registrar functions of the entire university are the responsibility of the university registrar. The services of the office are performed by four departments:

(1) The Scheduling Office supervises the preparation of each semester's "Schedule of Classes," assigns classroom space, and develops final examination schedules for the Academic Campus (see Section VI, page 53).

(2) The Department of Registration and Systems Control supervises registration procedures, including pre-registration and add-drop, and prepares and distributes class rolls.

(3) The Department of Academic Records maintains all academic records and student information folders, supervises enforcement of class attendance regulations, prepares the "Dean's List" and the notices of academic ineligibility and provides accurate, but "unofficial," transcripts to faculty.

(4) The MCV Campus office coordinates health sciences registrations and academic records with the three other departments of the university registrar's office.

The assistant deans of the schools on the Academic Campus consult with the university registrar's office when difficult problems arise in the course of a student's admission, advancement, or graduation.

A faculty member may obtain advisee and student transcripts from the university registrar's office on the appropriate campus. Certain schools on the MCV Campus maintain their own records, but are in the process of transferring them to the university registrar's office.

The university registrar's office offers the additional services of preparing faculty, staff, and student I.D. cards, making available the services of a notary public, and maintaining a file of university bulletins.

The University Libraries are under the direction of the university librarian responsible for the operation of the James Branch Cabell Library on the Academic Campus and the Tompkins-McCaw Library on the MCV Campus. The holdings of individual schools or departments are not a part of the University Libraries collections.

The Office of the Evening College and Summer Sessions coordinates the offering of Academic Campus courses in the late afternoon and evening and during the summer. No distinction is made between credits earned in day, evening, or summer sessions. Many full-time faculty choose to teach in the evening and during the summer.

The Center for Continuing Education, operating under the assistant vice-president for continuing education, coordinates the sponsoring of non-credit adult education programs, workshops, institutes, seminars, in-service training programs and television series.

CONSULTANT TO THE PRESIDENT. The consultant to the president is responsible for the operation of the Offices of Development and University Relations. The development office includes the responsibility for private fund raising, alumni activities, and working with the Virginia General Assembly. The university relations office includes responsibility for university publications and gathering and disseminating information about the university. In addition to coordinating the activities of development and university relations, the consultant and his staff have special assignments given them by the president.

THE FINANCE DIVISION. Business affairs of the university are largely the responsibility of the chief financial officer, the vice-president for finance. The affairs handled by his office include finance, budgeting, purchasing, personnel, and auditing.

Operational affairs, such as maintenance, security, the Computer Center, and new construction, are the responsibility of the vice-president for planning and operations. Hospitals business affairs are

handled by the hospital fiscal director in liaison with the vice-president for finance. They are, however, under the direction of the vice-president for hospitals.

The Finance Division's purpose is the efficient and effective management of the business and financial affairs of the university. In addition the Finance Division assists in developing budgets and in planning for effective management of university resources. The office can be helpful to departments by determining the costs involved in offering various types of courses. The Finance Division may be consulted in determining the costs involved in course and curriculum planning.

DEPARTMENTS. The various departments of the Finance Division render significant supportive services to the educational program of the university. These departments are:

The Budget Department which periodically supplies to administrators budget and expenditure reports of the educational programs of the university.

The Personnel Department which helps departments recruit non-faculty support personnel, secretaries, and laboratory assistants. It maintains personnel records and administers staff benefit programs. Part-time secretarial floaters are available to departments through the personnel department.

The Purchasing Department, which procures equipment and supplies, participates in planning related to furnishing new and renovated facilities and interprets the requirements of state laws and regulations.

BUDGET.

Budget Planning. Deans and department chairmen are primarily responsible for gathering the information necessary to construct school budgets. There is no direct faculty involvement in budget planning. Deans compile the school budgets from departmental requests or from information otherwise obtained and forward them to the appropriate vice-president.

After review and any necessary revisions, budgets are forwarded to the president and the Budget Office. The president reviews each budget with the appropriate academic vice-president, vice-president for finance, and the budget officer. The president then submits a proposed biennial budget to the Board of Visitors for final approval at university level.

After the Board of Visitors gives its approval, the budget is sent to the State Budget Office for review and recommendation to the Governor. He, in turn, makes a recommendation to the General Assembly. The university president, assisted by other administrators and faculty, defends the biennial budget request before the appropriate committees of the General Assembly.

Source of University Funds. The major source of university funds is the Biennial Appropriation of General and Special Funds by act of the General Assembly of the Commonwealth of Virginia. General funds are appropriated from state tax revenues. Special funds are monies collected by the university in tuition, hospital fees, etc., which are legally allowed to the university by the General Assembly. Although the General Assembly appropriates funds for a biennium, the university's budgets are established year by year.

The General Assembly appropriates money by broad categories, not by lump sums. Within the university, however, appropriations are treated as though they were a lump sum amount and are usually re-budgeted. Money appropriated for the university is supervised under a strict accounting system by the state auditor of public accounts.

The university, schools, departments, and divisions are allotted operational funds in specified categories. Departments and schools have freedom to redefine priorities and to spend non-salary educational funds within the limitations of legality, policy, and availability.

Deans and department chairmen have a great deal of flexibility in allotting funds, but do not have absolute control over the budget since permission must be obtained for expenditure of sizable funds for items differing from those established in the budget. Because about 85 percent of the university's budget covers personnel services, departments and schools have no authority to spend salary funds except through approved positions.

Non-state funds, such as educational or research grants and contracts, are not included in the biennial legislative appropriation and are not included in the formal budget process.

MCV Hospitals. The vice-president for hospitals is in charge of all operational matters pertaining to the MCV Hospitals. The vice-president for hospitals is assisted by the hospital administrator who supervises all day-by-day operational aspects of the hospitals' programs. He is assisted by two associate hospital administrators and the director of nursing services. In addition the vice-president for hospitals has a director of management services who provides management systems services to all hospital departments.

The Executive Committee of the medical staff, consisting of the clinical department chairmen of the School of Medicine, assists and advises the vice-president for hospitals in matters that relate to the clinical practice of medicine. This committee is chaired by the director of clinical services, who is an associate dean of the School of Medicine and is the chief liaison person between the medical staff and hospital administration. The educational responsibility of housestaff is a function of an assistant dean of the School of Medicine.

PLANNING AND OPERATIONS:

The Physical Plant Department, operating under the vice-president for planning and operations, has responsibility for the construction, modification, operation, and maintenance of the buildings and hospitals that comprise the university's physical plant. It also maintains the university grounds and warehousing facilities.

Although a majority of the department's staff members are assigned to one campus or the other, the department operates as an integrated unit adjusting its manpower to meet the needs of the total university. The service shops on the MCV Campus and the Academic Campus are in radio contact with the department's campus dispatcher.

Four superintendents (mechanical, electrical, maintenance, and custodial) supervise the activities of the skilled craft and service shops. The shop trade personnel are organized by departments to provide service in the areas of air conditioning, carpentry, electronics, electrical work, upholstering, wall and window work, venetian blinds and shade repair, plastering, plumbing, painting, sign-making, typewriter repairing, roofing and sheet metal work, landscaping and ground work, custodial and janitorial service, and fire and safety inspecting. Other departments operate the power plants, storerooms, and warehouses.

The Department of Security, headed by a director, is divided into two divisions: the Division of Police, headed by the chief of police, and the Division of Security, headed by the chief of security. The goal of the department is to maintain the safety and security of persons and property in the university community. Its members are deputized by city authorities to enforce the law on the campuses of the university.

The Division of Police, in general, concentrates on normal police activities, such as patrol, investigation, enforcement of the Virginia criminal and traffic laws, the university rules and regulations, parking enforcement, follow-up complaints, and public relations. The university police also provide certain public services to the university, such as giving talks to groups on safety, providing off-duty police coverage for certain events and functions of the university, surveys in crime-related areas, and non-emergency transportation of the injured or sick. The police division maintains 24-hour coverage of the university with concentration on preventive patrol by patrolmen on foot and in motor vehicles. University investigators are also on call 24 hours a day.

The Division of Security's duties include locking and unlocking buildings, safety hazard checks, dormitory security, desk security at certain buildings open after hours, escort service for female employees after hours, and emergency hospital calls. Security guards are trained in first aid and provide emergency transport service for sick or injured. The security division provides 24-hour service.

Both university police and university security are in constant radio contact with the Communications Center. The Communications Center is operational

24 hours a day and is able to dispatch an officer anywhere on either campus.

The Department of Institutional Research and Planning prepares reports for the president on university activities that are required by federal or state government agencies, or that may be requested by private organizations and institutions. The department also conducts internal planning surveys and analyses for use by university personnel.

The Department of Auxiliary Enterprises and University Services is in charge of the university bookstores, the print shops, the postal services, telephones, parking, transportation, the inter-campus stationwagon, and serves as the university's liaison with the cafeteria caterers.

The University Computer Center (UCC) provides a centralized computing resource in support of instruction, research, and administration. The equipment and principal offices are located on the Academic Campus; a branch facility is located on the MCV Campus.

Excellent facilities for tape storage and limited amounts of on-line disk storage are available for short-term use. Various programming language compilers are available, and the center supports several statistical packages.

The center provides computer support for a wide variety of university and hospital administrative functions. Questions related to these administrative functions should be addressed to the responsible administrative officer.

The center provides support for instructional and research projects involving computer execution time, data preparation, programming assistance, and related services. Externally funded research should include appropriate funds for computer-related services. Arrangements for services that are not externally funded can be made by contacting the director of the center.

The academic services staff is available to help users with programming problems, to set up packaged programs, and to separate job control cards. Some limited programming projects are undertaken but, in general, users are encouraged to perform their own programming whenever possible.

STUDENT AFFAIRS. The vice-president for student affairs is responsible for student conduct and regulations, residential and social life, extracurricular activities, food services, health, and any matter of non-academic nature that relates to the welfare or conduct of students. The vice-president for student affairs directs the Office of Student Services, the Office of Student Life, the Counseling Center, and Student Health Services.

Office of Student Services. The dean of student services is responsible for student financial aid programs, including the College Work-Study Program, student career planning activities, and student housing.

Office of Student Life. The dean of student life is responsible for student discipline and assists students with problems that may arise in their relations with the university or with members of the university community. The dean supervises a comprehensive student activities program, including the operation of the two university student centers.

Student Health Services. The Student Health Service Office on each campus, supported by a student health service fee, provides health care to students only.

Counseling Center. The objective of the Counseling Center is to promote individual self awareness, self-understanding, and self-direction through aiding the individual to see realistically his capabilities, interests, and needs in his social and academic surroundings.

A faculty member who recognizes that a student has a personal, vocational, academic, or social problem may direct him to the Counseling Center. If testing is necessary, there will be a small charge to cover the materials.

The services of the Counseling Center are made available to members of the faculty and staff on a time available basis. Members of faculty families may obtain vocational, educational, or personal counseling.

The Counseling Center is certified by the International Association of Counseling Services, Inc.

PLUS ultra

3 Faculty Employment & Status

Appointments to the Faculty 26
Termination of Employment 26
Tenure 27
Faculty Grievance 30
Faculty Leave 30
Resignation and Retirement 32
Salaries 32
Remuneration for Consultation 33
Promotions 33

Robert Martin

Appointments to the Faculty. Initial appointment to the faculty is made formally by the Board of Visitors on the recommendation of the president of the university. The president depends upon the vice-presidents, deans, department chairmen, and faculty personnel committees to perform most of the actual recruitment and selection of faculty.

NON-TENURED APPOINTMENTS

Initial appointments and reappointments. The initial faculty appointment is for one year. Initial appointments are in the form of a letter of appointment from the appropriate vice-president. The faculty member's signature on a copy of the letter and its return to the vice-president constitutes acceptance of the appointment. At the conclusion of this year the appointment will expire unless reappointment is offered. Reappointment is also for one year and will expire unless renewed. Notification of re-employment is issued by the dean, and its acceptance by the faculty member is indicated to him in the same manner.

Adjunct and summer appointments. Faculty for the Evening College and Summer Sessions are selected by the departments and schools. When full-time faculty are not available to teach needed courses, adjunct faculty are employed. The dean of the Evening College and Summer Sessions administers the issuing of contracts to adjunct faculty in the evening or summer and to full-time faculty teaching in the summer programs. Full-time faculty teaching in the evening of the spring or fall semesters do not receive a separate contract.

Evening and summer contracts are returned to the Evening College and Summer Sessions Office. An adjunct appointment carries no fringe benefits except the privilege of enrolling without charge in a job-related university course.

SPECIAL APPOINTMENTS.

Visiting Professors. Under special conditions, the university may appoint eminent, nationally or internationally recognized scholars as visiting professors for specific, limited periods of time. Each of these special appointments is made on an individual basis; appointment procedures are appropriate to the particular position and may follow the procedures outlined above.

Tenured Initial Appointments. In exceptional cases tenure may be granted initially by the appropriate vice-president upon recommendation of the dean of the school.

Termination of Employment:

NON-TENURED FACULTY. Should appropriate authorities of the university decide that the contract of a non-tenured faculty member will not be renewed, the faculty member shall be explicitly informed of the decision. To allow sufficient time for the faculty member to seek a new position, notification is generally given in accordance with the following standards:

(a) not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during the academic year, at least six months in advance of its termination.

(b) not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

(c) at least 12 months before the expiration of an appointment after two or more years at the university.

TENURED FACULTY. Tenured faculty members can receive notification of termination of employment only in accordance with the provisions set forth under the following *Statement of Tenure*, section B, 2.

Tenure. The university's official policy on tenure is contained in its *Statement of Tenure:* The following describes the policies of Virginia Commonwealth University regarding tenure and is not intended to represent a comprehensive faculty personnel policy.

A. TENURE

1. The Meaning of Tenure: Tenure is attainment by a faculty member of a continuing position with the university from which he will not be removed without just cause. Faculty who attain tenure status are guaranteed certain rights, privileges, and procedures relative to their security as members of the university faculty. Such rights, privileges, and procedures are stated below.

2. Academic Tenure: When a faculty member joins the faculty of VCU the initial appointment will be for a specific period, at the conclusion of which the appointment (or contract) expires unless reappointment is offered; reappointment is likewise for a specific period and also expires unless renewed. After completion of the probationary period, faculty shall become eligible for tenure. The probationary periods required for tenure, including all full-time service at VCU, are:
Professors — 3 years
Associate Professors — 4 years
Assistant Professors — 7 years
Instructors — not eligible for tenure.

a. Nothing in this section, or elsewhere, is meant to imply that a faculty member has any rights, real or inferrable, to appointment or reappointment for the full probationary period.

b. In exceptional cases, tenure may be granted earlier by the appropriate vice-president on recommendation by the dean of the school.

c. Only full-time service* in any rank or combination of ranks will count toward tenure. A faculty member on leave with or without pay will not gain credit toward tenure. VCU is administered under a July 1-June 30 fiscal year, and years of service are calculated as of the end of the fiscal year (June 30). Faculty under 12-month appointment will only be considered to have served a full year if they commenced duties by July 1, and faculty under academic year appointment only if they serve the entire academic year. Fractional years of service may not be combined into one or more whole years in the computation of probationary years of service toward tenure.

d. Full-time service at the rank of instructor or above at other colleges and universities will be credited against the above tenure probationary periods in the following manner:
Professors — no credit
Associate Professors — no credit
Assistant Professors — one year credit.

3. Eligibility and Awarding of Tenure: A faculty member has rights to tenure only in his teaching and/or research capacity. There is no tenure right to administrative positions such as deanships or department chairmanships. Non-academic appointees who hold faculty rank are not eligible for tenure.
The department chairman, in consultation with the dean, shall establish a committee to review a member of the faculty who is becoming eligible for tenure. This review committee shall have faculty and student membership, with faculty both from within and from outside the department and student membership from either. The evaluation by the committee must provide for the utilization of cumulative student judgment where applicable. The committee will consider written data submitted by the faculty member and must allow him

*For the Health Sciences Division this is defined as the full-time geographic faculty.

to give a brief oral presentation if he so requests. The department chairman shall transmit the committee's recommendation, vote, rationale and supporting data to the dean. The department chairman shall then make his own recommendation to the dean.

The dean shall then make his decision on the basis of the evaluation by the committee, by the department chairman, and his own evaluation which will include present and anticipated staffing needs of the department and the school. These staffing needs shall take into consideration possible curricular changes, shifting student interests, and particularized faculty expertise. The dean shall then, in writing, transmit his decision to the faculty member and the department chairman.

Since, as noted above, the tenure decision involves factors which extend beyond determination of the competence, performance, and promise of the faculty member under review, the failure to award tenure does not necessarily imply an unfavorable evaluation of the person himself.

The dean's decision may be appealed, in writing, to the appropriate vice-president by either the faculty member involved or by his department chairman. However, unless the appeal is made within 15 days of the faculty member's notification (or, if receipt cannot be demonstrated, in any event no later than July 15 of that year), the decision of the dean is final and not subject to appeal or further review. In considering the appeal, the vice-president will review the written material submitted by the faculty member, the tenure review committee, the department chairman, and the dean, together with such other additional written material as any of these parties may wish to submit. This written material may be augmented by brief oral presentations by the aforementioned persons. The vice-president shall notify the faculty member, in writing, of his decision, from which there is no further appeal within the university.

Notification of tenure decisions will be made by June 30 of the year preceding the last academic year of the faculty member's period of probation. That is, tenure decisions will be made not later than June 30 of the second year of service for full professors; June 30 of the third year of service for associate professors; June 30 of the sixth year for assistant professors.

If the faculty member is not granted tenure, the following academic (or fiscal) year will constitute his final year of service with the university and he will not be reappointed beyond that period, except as provided for in A-4 below (Renewal of Appointment Without Tenure).

In view of the above notification deadlines, the tenure review committee and the department chairman must make their recommendations to the dean in time for the dean to notify the faculty member of his decision by June 30. If the final notification deadline (June 30 of the penultimate probationary year) passes without notification having been sent by the dean (or his formally designated representative), the faculty member will automatically have been awarded tenure.

4. Renewal of Appointment Without Tenure: In order to accommodate the university or a faculty member and when both parties agree to it, annual reappointments expressly stipulating that tenure will not be granted may be given to a faculty member. Such an agreement must be made in writing and should not take place for more than two one-year periods. Conversion to part-time status, by mutual consent, is not to be considered subversion of tenure.

As noted, under A. 2 above, the policies of this university preclude the tenuring of instructors. However, instructors will be reappointed beyond the seventh year only in most unusual circumstances and only when any inferred right to tenure have been mutually precluded, in writing, by the instructor and the university.

5. Implementation of Tenure for Present Faculty: Upon adoption of this tenure document by the Board of Visitors, all faculty eligible for tenure under the time provisions of this document shall have tenure. In addition, although instructors shall not henceforth be eligible for tenure, instructors who will have completed seven years of full-time teaching service at VCU at the time this document is approved by the Board of Visitors shall have tenure.

B. PROCEDURES FOR TERMINATION OF EMPLOYMENT OF TENURED FACULTY MEMBERS

1. Cause for Dismissal: Tenure is designed to protect academic freedom of individual faculty members who have established themselves during the probationary periods outlined previously but not to allow the later development of inadequate performance in terms of general professional responsibility to the institution. Academic freedom does require consequent responsibility on the part of faculty members as outlined. Adequate cause for dismissal of a tenured faculty member may be established by demonstrating any of the following:

a. Neglect, inability, or failure to perform duties and professional responsibilities at a satisfactory level. Included are teaching or research or other normal and expected services to the university assigned within the area of presumed professional competence.

b. Professional incompetence, which includes failure to continue scholarly development within the individual's discipline and to continue to fulfill university assignments.

c. Moral turpitude.

d. Violation of academic or professional ethics.

e. Unprofessional conduct that adversely affects the functioning of the department, school, or university.

f. Violation of the VCU Rules and Procedures, as adopted by the Board of Visitors, provided that he has been found guilty, pursuant to said Rules and Procedures, of an offense, the penalty for which is separation from the university.

Interpretation and evaluation of the claims made in these general categories will be accomplished by an ad hoc committee as described below. In all cases where facts are in dispute, the burden of proof shall be upon those attempting to show adequate cause for dismissal. Reprisals or harassment shall not be used to force the resignation of a tenured faculty member.

The appointment of a tenured faculty member may be terminated because of demonstrably bona fide financial exigencies of department, school, or university.

2. Dismissal Procedures: To initiate the termination of a tenured faculty member for just cause, the appropriate dean shall inform the faculty member and the appropriate university vice-president in writing of the specific reasons and the intended date of termination. The dean must inform the faculty member that he has 30 days in which he may request that the case be referred to an ad hoc committee for full investigation. In the absence of such a request, the dean's action becomes final.

3

The ad hoc committee will be formed as follows: The president of the Faculty Senate and the appropriate vice-president of the university will jointly agree upon the membership of the committee, which shall number six. All six members of the committee must be present at each meeting. The ad hoc committee will be formed and commence its work within thirty days of the request. The committee will complete its review and submit a written report of its findings, normally within thirty days after commencement of the hearing, to the faculty member, to the dean, and to the vice-president. If as many as two members of the committee do not concur with the majority report, a written minority report must also be submitted.

The faculty member shall have the opportunity to be heard in his own defense. He shall be permitted to have with him a non-participating advisor of his own choosing, as may the university. There shall be a full record of the hearing available to the parties concerned. The hearing shall not be open to the public, except upon mutual agreement by the faculty member and the dean.

After study of the committee's findings and its recommendations, the vice-president will, in writing, convey his decision and reason(s) to the faculty member and ad hoc committee within two weeks. If his decision is for dismissal, he shall inform the president of the university. Upon written request of the faculty member, the vice-president's decision will be reviewed by the president of the university. However, unless the request for review is made within fifteen days, the decision of the vice-president is final and not subject to appeal or further review. If the review is requested within the fifteen-day period, the president will review the full record of the hearing by the ad hoc committee, the committee's findings and recommendations and the vice-president's decision and reason(s); he will also permit the submission of additional written material by any of these parties, as well as by the dean, together with brief oral presentations. The decision by the president is final and not subject to further review.

3. Compensation: Tenured faculty members who are dismissed for reasons not involving moral turpitude have the right to receive their contractual salaries from the university for one year from the date of notification of dismissal, except that compensation terminates upon commencement of full-time employment elsewhere. Faculty members who receive compensation under these provisions may be required to perform their regular services for the university or services other than those which they have ordinarily performed, as long as these services are professional in nature and not inappropriate to their educational experience and background.

This policy effective July 1, 1971.

Faculty Grievance. Procedures to resolve faculty grievances, inappropriate to resolution under provisions of the *Rules and Procedures*, have been suggested by the Faculty Senate and are being developed by the Council on Faculty Affairs of the University Assembly.

Faculty Leave. Seven different kinds of leave are available to members of the faculty; sabbatical leave is not one of them. For more information than is given below, consult the director of personnel.

SICK LEAVE is accumulated by nine-month faculty at the rate of six days a semester, with a maximum of 12 days a year. The full amount of six days is credited to the instructor immediately after he has begun to discharge his duties for the semester. Sick leave for 12-month faculty is accumulated at the rate of one and one-fourth a month. No maximum is specified for total accumulation; accumulation continues as long as employment does. At the termination of employment, all accumulated sick leave is forfeited.

WORKMAN'S COMPENSATION LEAVE. A member of the faculty who becomes incapacitated by injury or illness as defined by the Workmen's Compensation Act is entitled to the benefits provided by that act.

ANNUAL LEAVE WITH PAY is generally available only to 12-month faculty. It is earned at the rate of two work days a month. On January 1 all unused annual leave credited in excess of 36 days is forfeited. Upon retirement or separation, the faculty member will be paid for all unused annual leave up to 36 days.

CIVIL LEAVE with full pay is granted any member of the faculty for absence to serve on a jury or attend court as a witness under subpoena. The Code of Virginia makes mandatory the exemption of a professor from serving on juries in civil or criminal cases, while his school is "actually in session." While professors are eligible for exemption from jury service in federal court, their exemption is at the discretion of the court. The current practice in this area has generally been not to exempt professors unless they have served on a jury within the preceding two years.

MILITARY LEAVE with full pay up to 15 calendar days a year is granted to any member of the faculty who is absent for annual active duty for training as a member of a reserve component of the United States Army, Navy, Air Force, Marine Corps, Coast Guard, Public Health Service, or Coast and Geodetic Survey. Absence for duty with the National Guard or Naval Militia under orders of the Governor is compensated at full pay for the entire period of absence ordered. Military leave for extended periods without pay but with certain privileges of reemployment are available to members of the faculty who enter extended active duty in the Armed Forces of the United States.

EDUCATIONAL LEAVE with full or partial pay must be granted by the appropriate vice president for specific courses of study related to the duties of the member of the faculty and to the mission of the university. The faculty member granted educational leave is regarded as having incurred a debt to the university for the salary it paid him while he was on leave. The debt may be repaid in cash or, preferably, by return to and service in his faculty position at the conclusion of his educational leave. Each year of educational leave at one-half pay is repaid by two years of subsequent service. Shorter periods of service are credited proportionally.

LEAVE WITHOUT PAY may be granted for educational or military leave in excess of that allowable with pay and for annual or sick leave. But leave of absence without pay is not allowed until all accumulated credit for applicable leave with pay has been used. Leave of absence without pay is restricted to not more than 12 months except for extended illness or injury, active duty with the Armed Forces of the United States, specific authorized courses of study, or for non-state employment in an essential position shown to the state director of personnel to be of vital importance to the state or national welfare. Failure of a member of the faculty to return to the university at the end of a leave of absence is treated as a resignation from the faculty of VCU.

3

Resignation and Retirement.

RESIGNATION. Any letter of resignation should be addressed to the dean and copies sent to the appropriate vice president and department chairman. In accordance with the criteria specified in the American Association of University Professors (AAUP) "Statement on Professional Ethics," the resignation should be submitted "no later than May 15 or 30 days after the faculty member has received notification of the terms of his continued employment the following year, whichever date occurs later." The university gives every proper consideration to a faculty member's request to waive the deadline.

RETIREMENT: Normal retirement date for faculty is the end of the school year (for nine-month faculty) or fiscal year (for 12-month faculty) in which the 65th birthday is reached. Extension beyond this date is on an annual contract at the special request of the department chairman and with the approval of the dean and vice-president. Special provisions may be made for early retirement beginning at age 60. Retirement is compulsory at age 70. Retirement because of disability may occur at any age. If the faculty member involved has 10 or more years of credited state service and is younger than 65, the medical board of the Virginia Supplemental Retirement System will decide, upon application, whether there is qualification for a disability retirement allowance. Further information is available from the director of personnel.

ACCUMULATED ANNUAL LEAVE. Upon retirement or separation a faculty member will be paid for all unused annual leave up to 36 days.

Salaries: The AAUP annual salary survey average compensation (salary for the nine-month school year plus fringe benefits) during the 1972-73 school year was in the 60th percentile among institutions classified by the AAUP as belonging to Category IIA. (Category IIA includes institutions that award degrees above the baccalaureate but *not* those that "have conferred in the most recent three years an annual average of 15 or more earned doctorates covering a minimum of three unrelated disciplines.") See appendix for average compensation according to rank for 1972-73.

SALARY INCREASES. The sole basis of salary increases is merit. In the School of Medicine, where salaries consist of a basic state payment supplemented by funds from private practice, gifts, and bequests, state step increments occur at two-year intervals on recommendation by department chairman and approval by the dean and vice-president.

SALARY INSTALLMENTS. Ordinarily faculty salaries are paid on the seventh day following the close of the pay period. Faculty members on the Academic Campus, in the School of Nursing on the MCV Campus, and on the staff of the University Libraries are paid twice a month, on the 7th and 22nd; those in the other schools on the MCV Campus are paid once a month, on the 7th.

SALARY DEDUCTIONS. The usual deductions include federal and state income taxes, social security taxes, life insurance premiums, payments to the Virginia Supplemental Retirement System, and, when appropriate, supplementary health insurance premiums, disability income insurance premiums, tax-sheltered annuity payments, credit union payments, parking fees, MCV Hospitals charges, payments for savings bonds, gifts to the United Givers Fund, salary advances, and travel advance reimbursements.

SALARY ADVANCES. Requests should be made through the Personnel Office for salary advances which may be authorized when the faculty member misses a payroll through no fault of his own, when funds are needed for travel on an official mission or to a professional meeting, or when an emergency arises.

SALARIES FOR SUMMER SESSIONS AND EVENING COLLEGE. No extra pay is provided to full-time faculty members for classes scheduled in the Evening College during the regular academic year. Salaries for teaching in the Summer Sessions on the Academic Campus, but not on the MCV Campus, are supplemented to an extent not to exceed 20 percent of the instructor's regular 9-month salary. See appendix for average compensation for 1972.

Salaries for part-time instruction by adjunct faculty in the Evening College on the Academic Campus are based on the number of credit hours of lectures and laboratories given in the course or the number of evenings a week on which a studio course meets. See appendix for average compensation for 1972-73.

VISITING PROFESSOR. The salary for a visiting professor will vary according to several conditions, including the eminence of the professor and the availability of funds.

Remuneration of Consultation. Although there is no uniform policy throughout the university on consultation performed by the faculty, all schools allow faculty members to accept fees for professional consultation services. In addition, the faculty in the Schools of Medicine and Dentistry are permitted to supplement their salaries by private practice. The fees so earned are apportioned among the faculty member, his department, and his school. The School of Dentistry has a specified maximum that may be earned from private practice within the institution; the School of Medicine has no absolute maximum, but instead, has limits above which the faculty member is able to retain only a specified percentage of fees earned within the institution. A document on consultation policies is currently being developed within the university.

Promotions.

PROCEDURES. Promotions are formally made by the Board of Visitors upon recommendation of the president of the university. Ordinarily the recommendation for promotion originates with the department chairman, who carefully documents his recommendation and forwards it to the dean by February 1. The dean, in turn, forwards it with his endorsement to the vice-president by February 15. The vice-president adds his recommendation and sends it to the president for further action. If the president and the Board of Visitors approve, the president notifies the faculty member of his change in status.

CRITERIA. Although the criteria for promotion vary somewhat in detail on the Academic and MCV Campuses, both campuses place great emphasis upon excellence in teaching; scholarly accomplishments, including, where appropriate, published research; other evidence of continued professional development; the personal qualities of "fairness, open-mindedness, objectivity, tolerance, good judgment, patience, and a sense of proportion," and other services rendered to the institution and the community. Evidence of a faculty member's accomplishments with respect to the criteria are gathered from all available sources and shall include, as appropriate, evaluation by students and peers, as well as by administrators.

Definitions and specific applications of the criteria for promotion are distributed annually to the faculty by the vice-president for academic affairs and the vice-president for health sciences. Copies are available from their offices or from the office of the dean of any school.

3

36

Group Life Insurance 36
Group Health Care Plans 36
Disability Income 37
Disability Insurance Benefits Under Social Security 37
Workmen's Compensation 37
Virginia Supplemental Retirement System 37
Disability Retirement Under the Virginia Supplemental Retirement System 38
Retirement Benefits Under Social Security 38
Property Insurance 38
Tax Sheltered Annuities 38
Credit Union 38
General Public Liability Insurance (and Professional Liability at the MCV Campus) 38
Insurance Programs During Leaves of Absence 39
Noon Recreation Program for Faculty 39
Admission to Athletic Events 40
Student Center Facilities 40
Courses Open to Faculty 40
Housing 40
Moving Expenses 41
Notaries Public 41
Recreational and Cultural Opportunities 41
Clubs and Organizations 41

Faculty Benefits

Nicholas Apgar

The programs described in this section are intended for general information only. The legally binding provisions for these programs are found only in the literature and policies issued by the relevant government agency or private insurer.

Group Life Insurance. Participation in a Life Insurance Company of Virginia group plan is mandatory for all eligible full-time, salaried state employees and teachers. Individuals aged 60 and over when employed or reemployed and employees classified as temporary or part-time are *not* eligible.

Under this plan the faculty member receives life insurance without a medical examination; double indemnity for accidental death; dismemberment payment for accidental loss of one or more limbs or of eyesight; and reduced life insurance at no cost after retirement on an immediate Virginia Supplemental Retirement System annuity.

If a faculty member dies while in service and under 65, the amount of insurance on date of death or dismemberment is equal to twice his highest academic year salary excluding any such salary in excess of $30,000. The relevant salary is determined in multiples of $1,000, setting the amount at the next higher $1,000 in the case of fractional amounts. Accidental death provides a benefit of four times the relevant salary.

After a faculty member reaches the age of 65, the amount of insurance is reduced by two percent at the end of each calendar month until a reduction of 75 percent is reached. The remaining 25 percent stays in effect during continued service or retirement.

The faculty member should alert his family or executor that, upon his death, they must notify the VCU Personnel Department and present a death certificate in order to claim benefits.

During the years of employment, the cost is shared by VCU and the faculty member, 25 and 75 percent respectively. The faculty member's share of the cost is determined on the basis of his annual salary and the number of pay periods per year. For example, in 1972-73 for every $1,000 of salary, the faculty member's share was 30 cents per period if he received 24 paychecks a year. Contributions are made by payroll deduction.

Although insurance decreases upon the termination of service, the full amount will be paid if death occurs within 31 days after such termination. The privilege of converting the amount of life insurance to an individual, whole life policy is possible if application is made within 31 days after termination.

When a faculty member retires on an immediate annuity for service or disability, his premium payments cease. The amount of his life insurance is reduced as explained above and remains in force, but double indemnity for accidental death or dismemberment terminates with retirement.

Group Health Care Plans. Full-time salaried state employees and dependents may enroll under the health care programs with Blue Cross-Blue Shield and major medical coverage. Anyone, however, may waive his right to participate in any plan by signing the waiver form. If he does not elect coverage within 31 days of employment, he may do so only during the special enrollment period held once each year in May. A person's selection of the State Plan or the Optional State Plan can be changed only during the annual enrollment period. A change from single member coverage to family coverage may be made only within 31 days of marriage or employment or during May.

Blue Cross and Blue Shield provides the faculty member with a choice between what is called the State Plan and the Optional State Plan. The latter provides a higher maximum number of days for inpatient confinement and treatment than does the State Plan, 120 days and 70 days, respectively.

Another difference is that the State Plan charges under Blue Shield are fixed by a schedule of allowances, while under the Optional State Plan the charges to be paid are the "usual, customary, and reasonable fees." A brochure describing benefits in detail may be obtained from the Office of the Director of Personnel.

"Covered medical expenses" under Major Medical coverage include usual, customary, and reasonable fees for medically necessary services performed or prescribed by a physician in and out of the hospital.

The cost of Blue Cross-Blue Shield and Major Medical coverage is borne by VCU covering the faculty member only (State Plan). The faculty member is

responsible for the costs of protecting his spouse and unmarried dependents and for the additional protection available through the Optional State Plan. Payment of these costs is made through payroll deduction.

If the faculty member or any enrolled family members have additional health care coverage (private or government), hospital and physician care payments are determined by Blue Cross-Blue Shield's policy on coordination of benefits. This special method of determining benefits avoids duplication of payments for the same services.

Faculty members over 65 years of age who are still actively employed, and their dependents, may enjoy coverage under the Special 65 program. Blue Cross-Blue Shield supplements Medicare coverage and offers the same benefits as the State Plan with the *exception* of the Major Medical coverage. The cost to the employee is nothing, while there is a charge for covering the spouse. Reduced rates are available when both husband and wife are employed by the Commonwealth of Virginia.

Part-time and adjunct faculty may enroll in a Blue Cross-Blue Shield group program through the university, but there is no state contribution toward the cost.

Disability Income. VCU makes available an association income protection insurance plan with the Mutual of Omaha Insurance Company. Faculty members and administrative personnel under the age of 65 are eligible, but must make application and be accepted by the insurance carrier. Coverage is available without physical examinations, although certain questions are asked on the application that require verification by a medical doctor. The insurance company can and does exercise its option to refuse to enroll high risk individuals.

There are 10 options, ranging from a minimum monthly benefit of $100 to a maximum of $1,000, in multiples of $100. Benefits are payable for injuries and sickness contracted while the policy is in force. Such benefits are paid directly to the faculty member when a covered sickness or accident keeps him from working, beginning 90 days after the first treatment by a doctor.

Premiums are paid by the employee via payroll deductions. After the faculty member starts receiving benefits during a disability, his premium payments are waived.

After he returns to full-time work for six consecutive months, a recurrent disability is considered a new disability, and the full term of benefits and the deductible period are restored. There is no limit to the number of times benefits can start over again.

Coverage cannot be terminated as long as one is an employee of VCU and is under age 65, unless the master policy is terminated. Monthly premiums can be changed only when they are changed for all employees covered by the VCU Master Policy.

This disability income plan does *not* cover loss caused by suicide or attempted suicide, childbirth, pregnancy or resulting complications, an act of declared or undeclared war, or military service.

Disability Insurance Benefits Under Social Security. Disability insurance benefits are available under Social Security. Consult the Social Security Administration Office in Richmond (listed under U.S. Department of Health, Education and Welfare) for details.

Workmen's Compensation. Faculty members are covered by Workmen's Compensation when a disability or death is occasioned by accidental injury, to which they were exposed as a consequence of employment. The employee does not bear the cost of participation. For more information see The Virginia Workmen's Compensation Act, 1968 as amended, 1970, published by the Industrial Commission of Virginia.

Virginia Supplemental Retirement System. The state retirement system is integrated with Social Security and supplements primary Social Security benefits.

The faculty member's contribution by payroll deduction is at the rate of five and one-half percent of the amount of his academic year salary in excess of $1,200. Contributions into the retirement fund earn four percent interest paid July 1 on the balance of credit at the end of the previous fiscal year.

4

The state as employer shares in the contributions to the Virginia Supplemental Retirement System (VSRS) when the faculty member enters the system. Should one terminate employment, he may withdraw his contribution plus four percent interest. Should one terminate his employment after five years, he may continue as a member of the Virginia Supplemental Retirement System and draw benefits at retirement.

The annual supplementary benefit for "normal retirement," age 65, under VSRS may be determined by the following formula: one and one-half percent of the average annual compensation in excess of $1,200 paid during the five highest consecutive years of credited service, multiplied by the number of years of credited service. The VSRS allowance is in addition to Social Security benefits.

Disability Retirement Under the Virginia Supplemental Retirement System. A faculty member with five or more years of credited service who has not attained age 65 may upon written application qualify for a disability retirement allowance if a VSRS medical board certifies that he is mentally or physically incapacitated for further performance of duty and that such incapacity is likely to be permanent. Contact VSRS for additional information.

Retirement Benefits Under Social Security. Under Social Security the contribution rates (retirement, survivors, and disability insurance only) for employees and employers (each) have been established at 5.85 percent on the first $10,800 of annual income for 1973 and on the first $12,000 of annual income for 1974. The rates are presently scheduled to increase to 6.05 percent during the 1978-80 period and 6.15 percent during 1981-85.

Consult the Social Security Administration Office in Richmond, under the U.S. Department of Health, Education and Welfare, for further details concerning Social Security retirement benefits.

Property Insurance. University property is insured against damage by usual mechanisms (fire, weather, explosion, automobile, aircraft). A $1,000 deductible clause applies to each loss. Faculty members' personal property required on university premises in the performance of university duties has the same coverage under the same conditions. Proof of loss must be filed by the university, with settlement between the university and the insurance company and subsequent settlement between the university and the faculty member.

Loss of university monies from within and without university premises is insured on an "all risks" basis, each loss being subject to a $100 deductible clause. Theft of university furniture, fixture, and equipment "on premises" is insured with a $500 deductible sum for each loss.

The university has no coverage for loss of personal property of faculty members beyond that stated above. Faculty members are therefore advised to obtain personal property insurance, either by an endorsement of a "home owners" policy or some comparable method.

Tax-Sheltered Annuities. Under federal law educational employees may invest up to 1/6 of their annual salary in a tax sheltered annuity program, thereby deferring the payment of taxes on income so invested until after retirement. This kind of benefit may be obtained at VCU or transferred from another institution. Premiums may be handled through a payroll deduction. At present some 20 different plans are involved in this service.

Credit Union. Full-time faculty members are eligible for membership in the State Employees Credit Union, Inc. After 90 days service one may join the credit union with the purchase of a share of stock ($5) plus 25¢ entrance fee. Additional shares of stock may be purchased, but not more than 500 in any six-week period. Dividends are paid on shares annually on or before January 5. Members of the credit union are eligible to obtain loans. The credit union office is located in the State Finance Building on Capitol Square. East Campus faculty join by contacting the Personnel Office and may invest by payroll deduction; West Campus faculty must deal directly with the credit union.

General Public Liability Insurance (and Professional Liability at the MCV Campus). Legal liability for bodily injury, personal injury, and property damage arising out of premises and operations.

Bodily Injury. This liability generally results from the responsibility of property operation and involves risks relating to physical injuries incurred in the use of facilities. Several examples are: injuries resulting from a fall on the stairs; tripping on an elevator threshold; falling on a cracked sidewalk.

Property Damage. This liability is generally known as public liability property damage and covers legal responsibility for injury of property of others as a result of unintentional accident on the university's premises. Examples are damage to vehicles or clothing or damage to underground wiring and conduit.

Personal Injury. This liability provides coverage for potential liabilities from false arrest, detention or imprisonment or malicious prosecution, libel, slander, defamation or violation of right of privacy, wrongful entry or eviction, and defamation of character.

PROFESSIONAL LIABILITY (MCV CAMPUS). Quoted from policy, "This insurance also applies to all loss by reason of the liability imposed by law upon the Insured for damages on account of professional services rendered or which should have been rendered by the Insured or any other person whose acts the Insured is legally liable on account of injury, sickness, or disease, including death at any time resulting therefrom, including damages allowed for loss of services and expenses suffered by any person or persons.

"The unqualified word 'insured' wherever used includes any executive officer, director, trustee, hospital administrator or superintendent, member or shareholder thereof, while acting within the scope of his duties as such."

Coverage is provided for the Board of Visitors for professional acts of MCV/VCU (including hospital) employees in the performance of their duties.

Coverage: Coverage is provided for all directors (Board of Visitors) and officers and employees, as long as they are acting within the scope of their duties. Scope of duties means the duties performed in connection with the university.

LIMITS: MCV CAMPUS
Primary Coverage
$100,000/$300,000 Bodily and Personal Injury
$100,000/$100,000 Property

Excess Policy Coverage
$1,000 excess of underlying (primary) limits. (including professional)
(Note: Malpractice for interns and residents covered by separate policy. Limits: $100,000/$300,000 $100,000/$700,000 excess policy)

ACADEMIC CAMPUS
$1,000,000 per occurrence - Bodily and Personal injury
$50,000/$50,000 Property

PROFESSIONAL LIABILITY (NON-MEDICAL) - COVERAGE. Indemnity for the members of the Board of Visitors, officers, and employees for "wrongful acts" arising out of the discharge of their duties.*

*Within the scope of their university duties.

Definition. "Wrongful act shall mean any actual or alleged errors or misstatement or misleading statement or act or omission or neglect or breach of duty by the Assureds in the discharge of duties, individually or collectively, or any manner claimed against them solely by reason of their being or having been Assureds during this policy period." (Quoted from policy)

In short, a wrongful act or errors and omissions, may be described as; "a broad liability coverage for legal responsibility incurred as the result of an error in judgment or an act or omission of an act. It includes any actual or alleged error or misstatement or act or omission or neglect or breach of duty in the discharge of duties."

Limits. $1,000,000 annual aggregate ($5,000 deductible).

Insurance Programs During Leaves of Absence. A faculty member who wishes to maintain his insurance programs during a leave of absence must contact the Personnel Office and arrange for payments that are normally made through payroll deduction.

Noon Recreation Program for Faculty. The Department of Physical Education schedules its West Campus facilities and equipment daily from noon to 1 p.m. Monday through Friday for exclusive use by the faculty and staff. Physical education faculty members are available for advice or planning specific programs for individuals. The program involves both free play and organized competition aimed at improved health and fitness, enjoyment, and fellowship. Activities offered are basketball, volleyball, badminton, paddleball, handball, swimming, weight training, and jogging.

Faculty members who plan to initiate exercise programs such as jogging or endurance swimming are

advised to work closely with the Department of Physical Education in choosing appropriate starting levels commensurate with age and past exercise habits.

Lockers are available through the physical education office. Equipment may be checked out by faculty members presenting I.D. cards, to be returned immediately following use that same day. Whirlpool, diathermy, myro-flex, muscle stimulator, and a highly qualified trainer are available during the noon recreation hour.

The University Intramural Program also offers an opportunity to enter faculty teams in round robin tournaments and play-off series. In addition facilities are available to VCU personnel and families Monday through Sunday at times stipulated annually by the Department of Physical Education.

The MCV Campus gymnasium, located to the east of the J. L. Larrick Student Center, contains squash, handball, tennis and basketball courts which faculty are invited to use. Courts may be reserved for 45-minute periods (tennis for one hour) twenty-four hours in advance. Because the building was constructed with student activity funds, faculty are charged a $10 fee if they choose to rent lockers. The gymnasium's game room contains ping-pong tables and a lounge area.

The university's only two outdoor tennis courts are located to the west of the Larrick Center. These all weather courts are equipped with lights for night time use. These courts may be reserved by telephone or in person for one hour playing periods through the main desk of Cabaniss Hall.

Admission to Athletic Events. Intercollegiate athletic events, with the exception of basketball and club football, are open to faculty and the public free of charge on a space available basis.

Faculty are allowed to purchase season tickets for themselves and their families to home basketball games at reduced prices. The faculty member may purchase such tickets to all home games or only to those played at the Richmond Coliseum. The price of single game admissions is the same as that charged the general public.

Tickets to club football games may be purchased at prices established by the Club Football Organization.

Faculty who are interested in supporting the intercollegiate sports program may wish to join the Rams Booster Club.

Student Center Facilities. The West Campus Student Center at 916 West Franklin has facilities for chess, bridge, billiards, and ping pong. Faculty are welcome to participate in the informal activities and scheduled programs and competitions sponsored by the student center.

The facilities of the Larrick Center of the East Campus (piano room, billiard room, and lounge) are open to university faculty as well as to MCV students. Because state funds may not be used to maintain the Larrick Center, non-student groups, including faculty groups, are charged small fees for the use of the meeting or conference facilities and for the use of the billiard tables. The cafeteria areas in the basement level are not available for meetings. Faculty groups of less than 30 people may reserve, at no cost, the private dining room off the cafeteria and have a catered meal, or they may arrange to go through the cafeteria line at the standard price.

More than 45 student organizations are registered at VCU. Many of these are interested in having faculty advisors or assistance from faculty. Any faculty member interested in promoting student-faculty interaction is encouraged to contact either the student centers or the dean of student life.

Courses Open to Faculty. By provision of the State Personnel Act, full-time and adjunct faculty are entitled to take one course each semester, for credit or non-credit, free of charge. Since the state requires that the course be somehow related to the employee's position, a request for waiver of tuition must be approved by the faculty member's chairman and dean. The right to take such courses is not cumulative.

A family member of any VCU faculty is treated as any individual in applying for admission to the university and in tuition and fees charged.

Housing. The university has no faculty housing and offers no housing benefits. Obtaining housing is the responsibility of the faculty member. The faculty live throughout Richmond and the surrounding counties.

Moving Expenses. The university provides no funds to cover moving expenses except for department chairmen and other administrators.

Notaries Public. Notaries public on the MCV Campus may be located under "notaries public" in the Commonwealth of Virginia Telephone Directory. Those on the Academic Campus may be located by contacting the university registrar's office. Most of the notaries perform their services for faculty, students, and patients without charge. A few will charge a fee that is less than normally established for the service of notaries public.

Recreational and Cultural Opportunities. VCU is situated in the heart of Virginia's Urban Crescent, a population corridor beginning on the Potomac across from the nation's capital, stretching southward for 100 miles to Richmond, turning east toward the sea, and terminating in the Hampton Roads area of the lower Chesapeake Bay. Virginia, as a result of experiencing a growth rate of approximately 25 percent greater than the national average, has emerged from a rural heritage to become a balanced urban economy with a population of 4,700,000.

Richmond, a dynamic, modern changing metropolitan area of 536,000 persons, has preserved many of its historic landmarks and much of its traditional charm. Situated at the crossroads of two major interstate highways, Routes 95 and 64, Richmond is served by two Amtrak routes and Richard Evelyn Byrd International Airport. The university community thus has easy access to Washington, D.C., and the rest of the nation.

In addition to historic places of interest, Richmond has many cultural and recreational advantages. The Richmond Symphony Orchestra offers a full season of concerts and brings to the city outstanding artists in the field of music. The Virginia Museum of Fine Arts has acquired one of the finest broad-range art collections in the southeast, and its theatre is nationally known. Year-round dinner-theatres and the student companies of Virginia Commonwealth University, the University of Richmond, and Virginia Union University provide theatre entertainment. Additional cultural events are regularly booked at the Richmond Mosque adjacent to the Academic Campus.

Richmond's recently completed 10,000 seat Coliseum offers the appearance of major artists, concerts, and ice shows. It also allows residents to enjoy the play of the American Hockey League's Richmond Robins and the American Basketball Association's Virginia Squires.

Within easy driving distance of Richmond, broad and varied recreational prospects are to be found. The Blue Ridge and Allegheny mountain ranges offer summer camping, fall colors and winter skiing within two hours of the city. Fishing and hunting seasons provide many VCU faculty with sport and exercise. The Chesapeake Bay, with more than 4,000 miles of tidal shore line is little more than an hour away. It offers boating, sailing and fishing facilities as well as cottage or beach type vacations for the family. Virginia and North Carolina ocean beaches, all within a four-hour drive of Richmond, have a range of pleasures from resort-type vacations to more leisurely relaxation along the barrier islands of the Eastern Shore of Virginia and the Carolina coast.

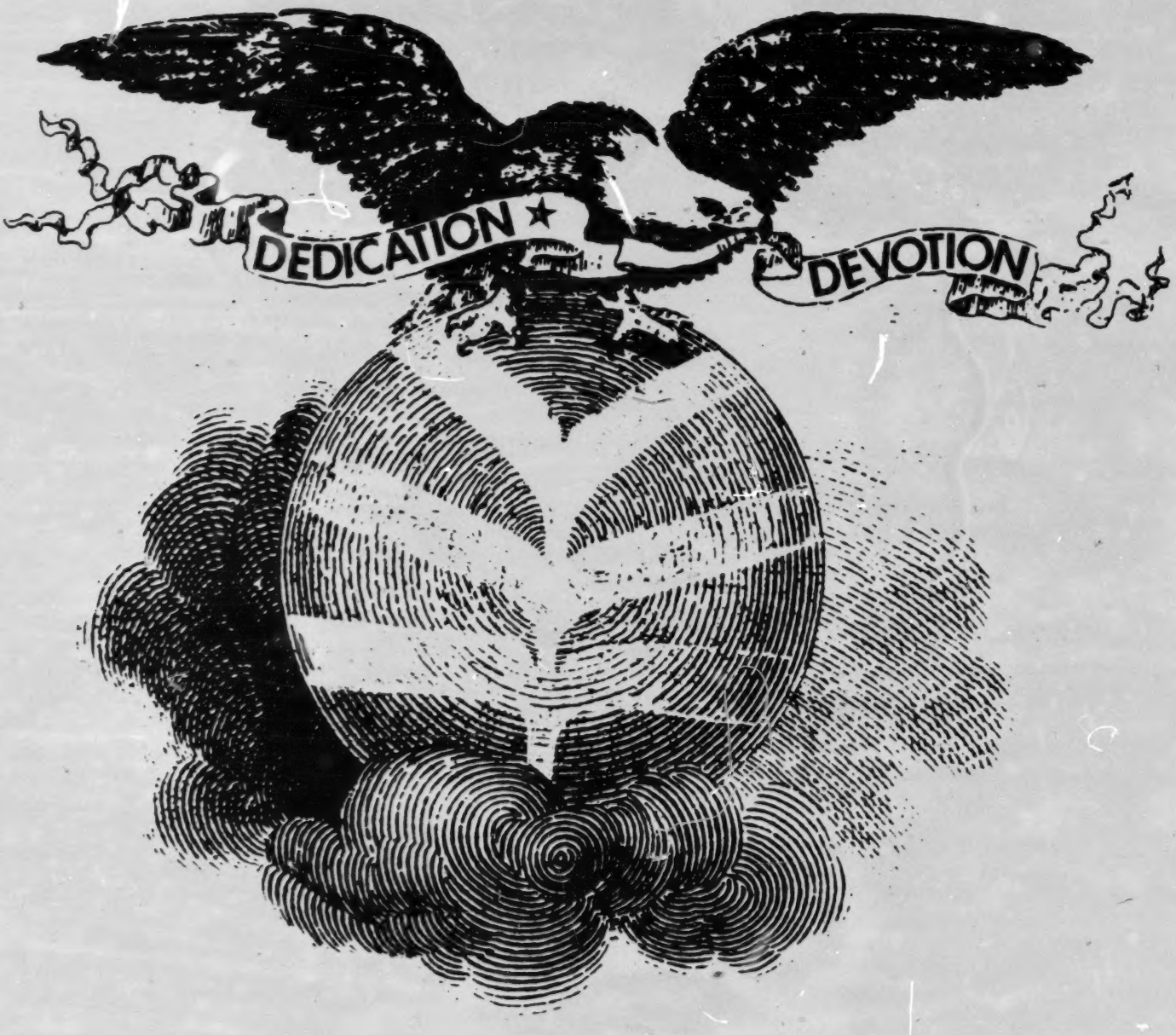
The cultural and research facilities of Washington, D.C., are less than two hours to the north while the quiet charm of Colonial Williamsburg is less than an hour's drive to the southeast.

Richmond is a city large enough to offer the cultural, medical, and educational advantages of urban life, but small enough that a few minutes' drive is all that is needed to transport oneself into the rural countryside of Piedmont or Tidewater Virginia.

Clubs and Organizations. Several clubs and organizations are open to faculty members. Details of membership, dues, and meetings should be obtained from the respective officers.

1. VCU chapter of the Association of American University Professors (AAUP)
2. VCU Woman's Club
3. MCV Hospitals Auxiliary of Virginia Commonwealth University
4. VCU Rams Booster Club

In addition, national fraternities, sororities, and professional organizations have local chapters and branches. Information on these should be requested from national headquarters.


DEDICATION
DEVOTION

Faculty Rights and Responsibilities

5

Rules and Procedures Governing Faculty Conduct 44
Faculty Grievance Procedures 44
Student Grievance Procedures 44
Rights and Responsibilities 44
Teaching Procedures 44
Outside Employment 45
Codes of Conduct 45

Rules and Procedures Governing Faculty Conduct. The Virginia Commonwealth University Rules and Procedures document governs the conduct of all members of the university community and establishes procedures for filing complaints and for adjudicating charges. The text of the document is in the appendix of this handbook as well as being separately printed for university-wide distribution.

Faculty Grievance Procedures. A document, prepared by the Faculty Senate and submitted to the University Assembly, is being studied at the present. This document, which deals with procedures for faculty grievances related to professional matters and not covered by the university's Rules and Procedures, has not yet been approved by the university governance structure.

Student Grievance Procedures. A document dealing with grades and other possible student grievances is being developed.

Rights and Responsibilities. A document has been prepared by the Faculty Senate and submitted to the University Assembly dealing with faculty rights and responsibilities. This document is being considered by the Council on Faculty Affairs prior to going to the University Assembly.

Teaching Procedures.

CLASS ROLLS AND REPORTING STUDENT GRADES. Preliminary class rolls are distributed to Academic Campus faculty through their departments prior to the first class meeting. Permanent class rolls are sent to faculty as soon as possible after the add/drop period. Faculty members must verify the names on the permanent rolls and return the rolls to the registrar's office. Mid-semester and final grade sheets are based on the permanent rolls.

Instructors receive computer prepared optical scan grade sheets through their departments during grading periods. The instructor indicates the evaluation of his students alphabetically and by "mark sense" and returns the signed grade reports directly to the appropriate dean. Grading procedures on the MCV Campus vary for the different schools. New faculty should consult their chairman.

A grade once approved may be changed only for good reasons and with the approval of the department chairman and of the dean. The Office of the University Registrar is charged with seeing that necessary procedures have been completed.

FACULTY REPORTS. Members of the faculty make reports to the appropriate administrative officers concerning grades, discrepancies in class enrollment, matters requiring disciplinary action, and reports of completed work.

CLASSROOM GUIDELINES. Faculty are appointed in their capacity as teachers and/or researchers. When a faculty member is assigned classroom or laboratory teaching responsibilities, these duties take precedence over all other commitments to the university, its committees, or personal work.

Classes are to be met regularly (on time) and conducted in a professional manner for the full duration of the assigned class period. Absences for professional reasons, such as attendance at scholarly meetings, are to be approved in advance by the department chairman and must not take place so often as to hinder the progress of normal class work. If a faculty member experiences extended illness or disability, he makes arrangements through his chairman to have his classes competently taught.

Grades and Examinations. Faculty members are expected to use great care and sound judgment in assigning grades to students in their courses. There is no *uniform* numerical system to which letter grades are coded at VCU. Instructors should evaluate the work of each student carefully, checking to determine that all factors have been considered before turning in grades. At the beginning of each course or program, students should be informed as to how they will be examined and graded.

If a student misses a test the instructor may use his own discretion in deciding whether to give a make-up test. Should a student miss a final examination, the faculty member will follow the procedure established in the current university bulletins.

Classroom Discipline. Each faculty member is expected to maintain a climate conducive to learning in his classrooms, laboratories, hospital groups, clinic assignments, or studios without infringing on any member of the class or classes nearby. Eating, drinking, and smoking in classrooms and other teaching areas generally are discouraged.

Textbook Selection. Textbooks for separate courses are selected by the individual faculty member. However, texts may be selected by the appropriate departmental committee or by a committee composed of those instructors teaching a course. The faculty member has the responsibility for ordering his texts in compliance with stipulated bookstore deadlines.

Field Trips. When a class is being taken on a field trip that covers a period of time longer than that in which the class usually meets, a list of all students going, together with the time of departure, time of probable return, destination or itinerary of the trip, and assurance of proper insurance coverage (when private cars are used) should be turned in to the dean of the appropriate school with the approval of the department chairman. The faculty member should announce that each student is responsible for notifying his other instructors of his plan to go on a field trip and that the student is required to make arrangements to make up whatever work is missed during the trip.

Outside Employment. Faculty and staff are encouraged to make their specialized knowledge and talents available to the larger community outside of the university. The extent to which this is possible for each individual is naturally limited by his primary obligation to the university.

The following guidelines should be observed:
1. A member of the regular full-time faculty or staff should have the primary responsibility of devoting his time, thought, and energy to the service of the university.

2. Outside work or employment should not interfere or conflict with the staff member's duties to the university or impose any additional burden on his department.

3. A faculty member engaging in outside professional activities for remuneration is expected to notify his department chairman.

It is the basic responsibility of the individual faculty member to satisfactorily perform the duties of his position with the university as interpreted by his department chairman and as specifically stated in his letter of appointment and in the faculty handbook.

If outside work or employment is a detrimental influence on academic performance, the department chairman with the approval of the dean may properly require that these activities be restricted in such a manner as not to interfere with the primary duties of the faculty member to the university. Should the issue of outside employment prompt the dean or chairman to initiate dismissal of the faculty member on the basis of gross neglect of his responsibilities, those procedures outlined for dismissal of tenured faculty members will be followed.

A formal consultation document is progressing through the university governance structure and will be available to faculty.

Codes of Conduct. When rules and procedures have been properly established governing the conduct of faculty, students, and administrators and designed to protect academic freedom, the rights of the university community to freedom of inquiry, freedom of expression, and freedom of teaching and research, it becomes the responsibility of each faculty member to abide by these regulations. Any faculty member whose conduct violates such regulations shall be subject to penalties through established due process procedures.

5

STATE CARS
TELEPHONE SERVICE
SUPPLIES
TRAVEL
BOOKSTORES
REPAIRS
POSTAL SERVICE
FACULTY IDS
LOST AND FOUND
CAMPUS TAXI
PRINTING
PARKING

Bookstores 48
Academic Apparel 49
Parking Facilities and Regulations 49
Campus Taxi 50
University Cafeterias 50
University Postal Service 50
Printing 51
Telephone Service 51
Faculty Travel 51
Use of State Cars 52
Repairs 52
Supplies and Equipment 53
Office and Classroom Assignments 53
Reservation of Rooms for Special Events and Meetings 53
Solicitation of Funds on Campus 53
Faculty Identification 53
Lost and Found 53

University Services

6

Charles Scalin

Bookstores. The bookshores are self-supporting auxiliary enterprises. The MCV Campus bookstore is in the basement of McGuire Hall at 12th and Clay Streets. The Academic Campus bookstore is located in the basement of the Hibbs Building at 900 Park Avenue.

ORDERING BOOKS AND SUPPLIES. The bookstores order and stock books and supplies that faculty members require or recommend for their classes. New book information cards are supplied each semester. Professors on the Academic Campus send completed book information cards to department chairmen for approval, who then submit them to the Academic Campus bookstore. The bookstore advises department chairmen of the date when book information cards should be submitted. This bookstore also buys and sells used textbooks.

MCV Campus faculty submit orders directly to the MCV Campus bookstore, except those in the medical school who submit orders either through the coordinator for the freshman class or the coordinator for the sophomore class.

Stock orders should be submitted in adequate time for the bookstore to process orders and have books and supplies available at the beginning of the semester or quarter. Three months should be allowed at the West Campus bookstore; two months at the East Campus bookstore.

When a faculty member orders a textbook for his class it is expected that the class will be required to secure the book. This is necessary to prevent financial loss and maintain the bookstore as a self-supporting enterprise.

Books in Print and Subject Guides to Books in Print are available for use within the bookstore. These are maintained in the office of the textbook manager.

The bookstore will place in stock, at slightly above cost, any unpublished manuals or laboratory books prepared and financed by an instructor for class use. The bookstore will reimburse the instructor for copies sold.

When large quantities of material or new items are needed by students to accomplish classroom requirements, the bookstore manager should be contacted as far in advance as possible.

COMPLIMENTARY DESK COPIES. Forms for ordering complimentary desk copies are available at the bookstore. It is recommended that such forms be mailed directly to the publisher; however, upon request, this will be taken care of by the bookstore. If the complimentary desk copy from the publisher is late in arriving, the instructor should purchase the textbook from the bookstore and upon receipt of the complimentary desk copy, the bookstore will make a refund if the purchased copy has not been marked.

SPECIAL FACULTY ORDERS. Faculty may submit special orders for books or supplies not normally stocked. On the Academic Campus, payment is required in advance. At the MCV Campus bookstore such orders must be paid for upon their arrival from the publisher or supplier.

FACULTY DISCOUNT. Both bookstores allow faculty a 10 percent discount on the purchase of books, and both bookstores sell supplies at regular price. To receive the discount, a faculty member must present his university I.D. prior to the registering of the sale concerned. Discounts are not permitted to faculty families. Personal checks are accepted only for the exact amount of the purchase.

BOOKSTORE HOURS. The MCV Campus bookstore is open Monday through Friday from 8:15 a.m. to 5 p.m. The West Campus bookstore is open the following hours (unless otherwise posted): Monday-Thursday, 8 a.m.-9 p.m.; Friday, 8 a.m.-4:30 p.m.; and Saturday, 9 a.m.-1 p.m.

Academic Apparel. Faculty on the MCV Campus may rent or purchase academic apparel through the MCV Campus bookstore. On the Academic Campus, rental service is provided through the physical plant office at 824 Park Avenue. All arrangements for academic apparel must be made by individual faculty members.

Parking Facilities and Regulations. The university maintains 45 parking lots to which it assigns approximately 3,800 subscribers. Each campus has a parking office. Parking space is assigned to a faculty member on either campus but not on both. Pamphlets containing regulations and lot locations are available from the parking offices. (See Appendix.)

THE MCV CAMPUS PARKING OFFICE, located at 1000 East Clay Street, assigns approximately 3,200 subscribers to 24 lots. Parking assignments are made on the basis of priority of application, but where feasible, an attempt is made to assign faculty to requested spaces. There is usually a waiting list of those desiring more convenient parking.

Parking is $10 per month in all lots except "I", which is $8 per month. Persons with valid MCV decals may park in lots C, E, S, D, F, T, N, and L from 5:30 p.m. until 5:30 a.m. and on weekends from Friday at 5:30 p.m. until 5:30 a.m. Monday. Vehicles without decals may park in lot L from Friday at 5:30 p.m. until 5:30 a.m. Monday.

THE ACADEMIC PARKING OFFICE, located at 920 West Franklin Street, assigns approximately 600 subscribers to 21 lots. Lots are assigned on a first come, first served basis with no priority given to the employee's position. Those desiring a more convenient parking space are placed on a waiting list and assignments are made on the basis of the date on which the person's name was entered on the list.

West Campus day parking is $8 per month. Persons with valid VCU decals for the Academic Campus may park in any Academic Campus lot after 3 p.m., except the 00 Lot at 925 West Grace Street and the SS Lot at 930 West Grace Street. On Saturdays and Sundays, anyone with or without a decal may park in the West Campus lots, with the exception of lots, SS, OO, MM, and BB.

The parking office also sells decals for evening parking. Subscribers with evening decals may park in any Academic Campus lot from 3 p.m. until 10 p.m., except the OO Lot and the SS Lot. Evening decals are $3 per semester.

RECIPROCAL PARKING. Valid MCV/VCU decals are honored in the Academic Campus HH Lot, 920 West Grace Street, after 4 p.m. Valid West Campus decals are honored in the MCV/VCU "N" Lot, 8th Street behind Cabaniss Hall, after 4 p.m. Those subscribers needing to go to the other campus before 4 p.m. are encouraged to use the free campus taxi.

SPECIAL PERMITS. Special permits, issued to official visitors or to subscribers using a substitute vehicle, are obtained from the parking office. Those requesting special permits for visitors must supply the parking office with vehicle description, date and hours of anticipated visit, and the desired lot. Should a subscriber use a substitute vehicle, he must supply the parking office with the vehicle's description and license number. If this should occur after office hours, campus police should be notified.

6

Campus Taxi. The university offers free taxi service between campuses for faculty, staff, and administration. The taxi leaves Shafer Court (West Campus) on the hour and on the half-hour, and 12th Street (between Broad and Marshall Streets) quarter after the hour and quarter to the hour.

University Cafeteria. University cafeteria service is available to faculty and staff at the following locations: Jonah L. Larrick Student Center, Nursing Education Building (Cabaniss Cafeteria), and Hunton Hall on the East Campus; Hibbs Building and the Temple on the West Campus. During the regular session a faculty *a la carte* service is offered on the second floor of the Hibbs Building, Monday through Friday. Serving hours are posted at each location.

Catering service for special occasions is available through the various university cafeterias. Arrangements should be made at least three days prior to the event (for larger events more advanced notice is desirable).

University Postal Service. The University Postal Service has two locations. The Academic Campus facility is located in Room 9 of the Administration Building. Its official address is 901 West Franklin Street, Richmond, Virginia 23284. The MCV Campus Postal Service is on the first floor of the Old Student Union Building at 302 N. 12th Street. Its official address is MCV Station, Richmond, Virginia 23298.

SERVICES. The East Campus Postal Service is a contractual post office; the postal facility on the West Campus is a mail room. Each facility handles all mail for its respective campus. This includes processing campus mail as well as U.S. mail.

The MCV Campus contract station offers most of the services available at a U.S. post office, such as money orders, registered mail (value not to exceed $400), certified mail, parcel post (regular and insured), stamps, postal cards, and stamped envelopes. Occasionally post office boxes are available for rent. (A directory listing all MCV Campus post office box holders is available upon request.) The university postmaster will place a special order for any postal item not in stock. Such orders must be paid in advance and checks made payable to the Postmaster, Richmond, Virginia. At the Academic Campus mailroom U.S. postal cards may be obtained only by requisition, but stamps may be purchased.

Each postal facility provides a metering service where U.S. mail may be sealed and stamped. This service is for official business only and is not to be used for personal correspondence. Each request for metering service must carry the departmental budget code. Mail to be metered should be brought to the MCV Campus station before 4:15 p.m., (not deposited in the blue campus mail boxes) and to the Academic Campus mailroom prior to 4 p.m.

Departmental pick up and delivery service is provided twice daily, Monday through Friday on the West Campus. On the MCV Campus pickup and delivery services are based on need, such as volume and urgency.

Special deliveries are delivered to the MCV Campus station three times daily. All deliveries made after 5 p.m. are made to the information desk in the West Hospital, these are picked up by a messenger the next morning. This procedure is carried out also on weekends. Delivery of special delivery items by campus mail personnel is made only on weekdays.

HOURS. The postal service operates on the federal holiday schedule and is open for business Monday through Friday from 8 to 5 p.m. The West Campus mailroom is also open on Saturday from 8 to 12 noon.

Printing. The printing and duplicating department is composed of two units, one located in B-3 of Sanger Hall (MCV Campus) and one at 901 West Franklin Street (Academic Campus). Each unit is equipped with machines designed for short-run offset work on a while-you-wait basis and standard offset machines designed for more sophisticated or long-run printing jobs. In addition to printing, both units offer a complete line of services relating to printing such as collating, stapling, binding, folding, and padding. The charge system is a nonprofit, cost recovery plan. The facilities are available to all members of the administration, faculty, and student body.

Telephone Service.

SCATS. The State Controlled Administrative Telephone System (SCATS) is the Commonwealth of Virginia's telephone system interconnecting all agencies, departments, and institutions. Business calls may be made through this system to the majority of state agencies as well as to outside parties within the Commonwealth.

Access to SCATS is obtained by dialing the access code "8." To reach a state agency, dial the agency's SCATS number. Parties not on the SCATS network can be reached through the network by dialing the appropriate area code, "703" or "804", and the regular 7-digit telephone number. Personal calls should not be made on SCATS. The state maintains a computerized record of all telephone calls made over this system, and departments are charged for SCATS calls.

SERVICE AND INSTALLATIONS. The office of telephone communications is located at 920 West Franklin Street, Room 301. Requests for telephone service are processed there for both campuses. It is essential that all requisitions be signed by a department head or chairman and addressed to the supervisor of telephone communications. After a requisition receives final approval, eight to ten days are required for implementation by the telephone company.

Faculty Travel. The university encourages faculty travel to professional meetings and conventions. Individual school and departments allocate a portion of their budgeted funds for faculty travel and establish policies regarding the purposes and amounts for which their faculty may apply.

After ascertaining whether one is eligible under his school or department's policies and whether funds are available in the appropriate budget, the faculty member intending to travel on state or grant funds must conform to state regulations on travel.

The faculty member completes in triplicate a "Request for Travel Authorization" indicating the purpose for, estimated expense of, and means of travel. State-owned cars may be used if the round trip mileage beyond the borders of the state will not exceed 200 miles. Beyond that limit special permission is required. The use of a personal car requires approval prior to the trip; if approved, reimbrusement is made at the rate of 10¢ per mile (tolls may be added if the facility is well-known or receipts are produced).

Only direct travel expenses are allowable, such as transportation, meals, hotel, tips (within reason), and official telephone calls. No expenditures for personal pleasure or entertaining are allowed.

Receipts for major expenditures such as hotel bills or repairs to a state-owned car must be submitted with a "Travel Expense Reimbursement Voucher" within 30 days after completion of the trip. All expenses are itemized on the voucher individually for each day's travel. The voucher, in triplicate, must be signed by the department chairman or dean authorizing the travel.

Normally, the faculty member pays his expenses and is reimbursed by the university after filing of the expense voucher. When special circumstances warrant, special arrangements may be made for prior payment.

6

Use of State Cars. The request for travel authorization form contains a section to be used in requesting the use of a state car. It should be submitted at least two weeks in advance of travel for VCU to give the state garage proper notice. State cars may be available with less notice, but the prospective traveler should call the VCU accounting office as soon as possible before a short notice trip is planned. A faculty member planning travel will be notified by the accounting office if a car is available and will be supplied with a CP2 "Car Request" form to be submitted to the Central Garage, 14 N. 15th Street, in order to pick up the car.

The car will be filled with gas, and a gasoline credit card supplied. The Central Garage is open 24 hours a day to facilitate the returning of cars. A state car should be returned to the garage as soon as the traveler has returned to Richmond so it may be ready for use again the following day.

The budget of the department authorizing the travel will be charged for the use of a state car.

Repairs. The University Physical Plant Department provides two basic types of repair service: (1) maintenance and (2) improvement and renovation.

MAINTENANCE WORK involves repairs to existing buildings and equipment. The cost of such maintenance is borne by the university through a budget assigned to the physical plant department. Only in very rare instances is the cost charged to a departmental budget.

Requests for maintenance repairs should be made to the physical plant dispatcher's office on the appropriate campus. Work orders are classified as "emergency," "rush," or "regular scheduled" and sent to the appropriate shop. "Regular scheduled" work orders are handled in the order of receipt. There may be a delay of two or three weeks between the receipt of "regular scheduled" work orders and completion of the work.

IMPROVEMENT AND RENOVATION is done only when funds are available in the budget of the department requesting that work be done. This type of work, or what is technically called a "reimbursable work order," involves such jobs as relocating a doorway, building a new partition, painting an area a different color, adding shelving, or installing a new air conditioner or other utility. The requesting department's budget will be charged for the actual cost of labor and materials required to complete the work.

"Reimbursable work orders" for improvement work must be submitted in writing on the proper form (each campus has a separate form). When the cost is projected to be less than $100, a department chairman, unit manager, or hospital administrator may submit the request directly to the physical plant office.

When the projected cost exceeds $100, the physical plant's estimating department prepares an estimate of the costs involved and returns it to the requestor. The request and the estimate are submitted through the dean to the appropriate vice-president or in the case of the hospitals, to the Renovations Committee, for final approval and sub-

mission to the physical plant office. If regular maintenance personnel or the craft construction groups are unable or unavailable to do the work, the physical plant department will sub-contract to an outside company.

Supplies and Equipment. Office supplies and equipment may be ordered from the campus supply rooms or bookstores by the department chairman or his designee. Orders for special equipment are placed by the chairman through the purchasing office. The cost of all supplies and equipment is charged to the departmental budget of the ordering department.

Office and Classroom Assignments. Office assignments are made by department chairmen from office space allocated to them by the appropriate vice-president. Classroom space is scheduled by the Department of Visual Education on the MCV Campus according to guidelines established by the deans on that campus and by the scheduling office of the Office of the University Registrar on the Academic Campus. The Evening College and Summer Schools handle their own classroom assignments.

Reservation of Rooms for Special Events and Meetings. Lecture and conference rooms for special events may be reserved through the Department of Visual Education on the MCV Campus and the scheduling office of the Office of the University Registrar on the Academic Campus. When a meeting or conference on the Academic Campus is scheduled for the evening or is apt to extend past 5 p.m., the Evening College Scheduling Office must be consulted. The Evening College Scheduling Office is also responsible for room assignments on weekends and holidays.

1. Faculty organizations may arrange to use the privately owned facilities of the MCV Alumni House at 1105 E. Clay Street. The Alumni House charges a rental fee for its living room-style meeting area.

2. The Richmond Academy of Medicine at 1200 E. Clay Street is available for social and educational meetings of health profession-related groups for a janitorial fee. The Academy offers a large social area, dining facilities for 135, and an auditorium seating 200.

3. Meeting facilities are also available, for a fee, in the Larrick Student Center (see student center section).

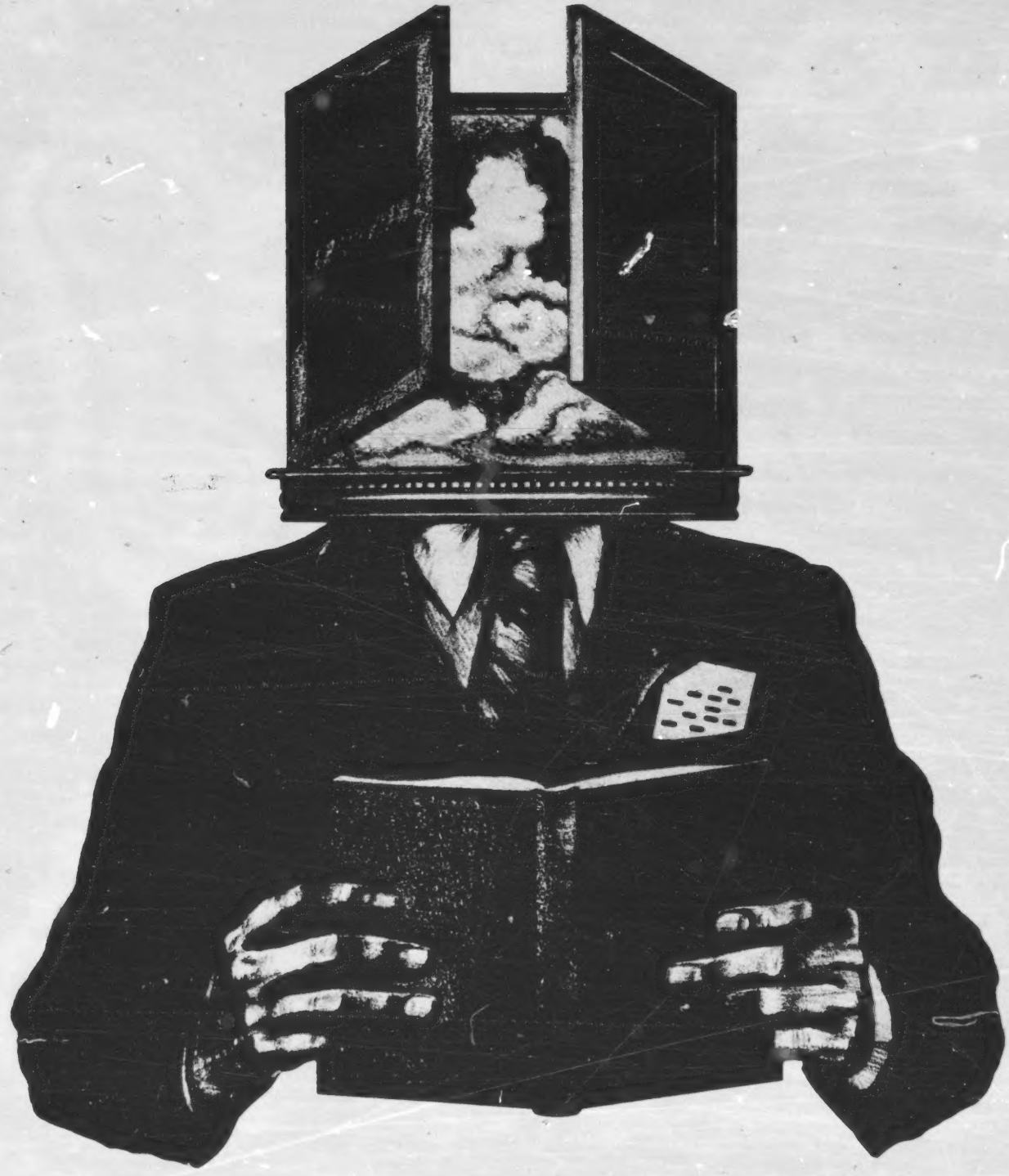
4. The 700-seat auditorium of Monumental Church, which is owned by the MCV Foundation, is available for meetings. For information, contact the director of religious activities on the MCV Campus.

Solicitation of Funds on Campus. The only solicitations authorized within the university are the United Givers' Fund, the Employees' Giver's Fund (MCV Campus), and the University Annual Fund. These are intended to allow the faculty and staff to contribute to community charitable causes and to the university. Any other solicitation of funds requires prior approval from the Office of Development.

Faculty Identification. Although the university does not require faculty members to carry a VCU I.D., campus police are authorized to ask any person on campus to establish his or her identity. Faculty members should therefore obtain an I.D. Card from Room 248, Administration Building, Academic Campus, or from personnel office on the MCV Campus.

Lost and Found. Notification concerning lost items should be made to the security division on the MCV Campus (1008 E. Clay Street) or on the Academic Campus to the police department (918 W. Franklin Street). Similarly, found items should be turned in to one of the above addresses. All unclaimed items for each campus are held in storage at the police department, 918 W. Franklin Street.

6



Virginia Commonwealth University Libraries 56
Computer Services 57
Resources for Research 57
The Center for Improvement of Teaching Effectiveness (CITE) 60
Educational Planning and Development Program 60

Resources for Faculty Development

Phil Meggs

Virginia Commonwealth University Libraries. The Tompkins-McCaw Library on the MCV Campus and the James Branch Cabell Library on the Academic Campus constitute the Virginia Commonwealth University Libraries. Faculty and students are entitled to borrowing privileges and services at both libraries. Books can be kept for two weeks, and journals from Tompkins-McCaw can be kept for one week. Materials are renewable, and all library patrons are subject to fines. Both libraries have folders describing library services. Additional questions concerning use of the libraries should be referred to the reference departments at either library.

Both the Cabell Library and the Tompkins-McCaw Library are expanding space and services through major construction projects.

COLLECTIONS AND SERVICES. The Cabell Library serves the Academic Campus. To supplement the book collection, major sets of microfiche have been purchased making many older or rarely held materials available. Microform readers are available for use in the library, or portable readers may be checked out for office and home use.

The University Curriculum Laboratory is located in the Cabell Library. This collection contains children's literature, educational periodicals, textbooks, and teachers' guides. Audiovisual materials and books on curriculum planning from early childhood through secondary school are also included.

The Tompkins-McCaw Library serves the schools on the MCV Campus. Complete sets of all major indices in these fields are part of the reference collection. One library service to VCU faculty and students is free computer-produced bibliographies on specific biomedical and health related subjects.

As a participant in the New York (SUNY) Biomedical Communication Network, the library has online access to computer-readable tapes with references from many major medical sources. Trained search analysts are available in the reference department during weekdays, and demonstrations of the system can be arranged for interested groups.

The libraries offer another information retrieval service through the North Carolina Science and Technology Research Center (STRC). For a small fee, graduate students may request a search of the files of the National Aeronautics and Space Administration (NASA), the Department of Defense (DOD), the Institute of Textile Technology (ITT), or the Educational Resources Information Center (ERIC). Retrospective or current awareness faculty searches may be requested on these files as well as on the files of Chemical Abstracts, Biological Abstracts, and the MIT Textile Information System. Prices for faculty searches vary according to the individual request. Questions on other types of literature searches should be directed to the reference staff.

The Virginia Commonwealth University Libraries were designated as a partial depository for U.S. government documents in 1971. The documents are divided between the two libraries according to subject and usage. Backfiles of basic documents will be obtained as the need arises. The Cabell Library houses the complete set of microfiche distributed through the Educational Resources Information Center (ERIC).

The reference departments make arrangements on request for orientation tours and lectures on library materials and services.

Photocopying services are available in both libraries. Copies are made by library personnel and are paid for by coupons that can be purchased in the libraries. Self-service copiers are also available.

INTERLIBRARY SERVICES. In addition to the VCU libraries, faculty and students may use the library facilities of Union Theological Seminary, the University of Richmond, Virginia Union University, and the Virginia State Library. The public libraries in Richmond and adjoining counties are also available to qualified persons.

If books or journals are not available in the area, both VCU libraries offer interlibrary loan service through the reference departments. There is no charge for this service.

ORDERING BOOKS. An approval purchase plan is used by both libraries. Books are received on a regular basis and are displayed within limitations imposed by space and staff. Recommendations to purchase any of these books may be made.

Faculty members may recommend additional books and serials for purchase by completing the appropriate request forms obtainable from the libraries. The ability to purchase materials is dependent upon the library's budget and current holdings.

The libraries especially appreciate receiving complementary copies of faculty publications.

RESERVE MATERIALS. Materials for specific class assignments may be placed on reserve at either library. Faculty members are asked to notify the library two weeks in advance of the date needed. A longer time period is necessary for materials not currently owned.

Reserve at the Cabell Library also has facilities for the retention and duplication of lectures on cassette tapes.

VCU FILM LIBRARY. Films for classroom showings are available at the Cabell Library. A printed catalogue of these film titles is available. A collection of distributors' catalogues and the availability of preview facilities enable faculty members to arrange for the rental and reviewing of films not owned by the library.

Audiovisual Educational Services. The following services are available on request to faculty on both campuses:

Art. medical, commercial, and design.

Photography. all types, including cinematography and photomicrography.

Classroom Services. including projectionists, equipment loan, and maintenance.

Electrography. television production and multichannel distribution, color and black and white.

Instruction communications design.

Media Library and Self-Study Center.

Preview Rooms.

Consultation.

Special projects.

Instruction.

MCV CAMPUS. The Department of Visual Education is located in Basement 1, Room 58 in Sanger Hall, It serves all schools and hospitals on the MCV Campus.

ACADEMIC CAMPUS. Audiovisual educational services are located in the basement of James Branch Cabell Library and are available to all schools on the Academic Campus.

Computer Services. Accounts can be set up for classroom assignments, student research problems, or faculty research. A new capability - that of interactive processing of data (ITF) in a conversational language such as BASIC or PLI - was added in the spring semester of 1973. The user gets an immediate response in this interactive mode of operation without the use of punched cards or the delays - frequently several hours - in the batched mode of operation.

Resources for Research.

ADMINISTRATION OF RESEARCH GRANTS AND CONTRACTS. The Office of Grants Administration, a branch of the office of the vice-president for health sciences, is headed by the administrator of research grants and contracts. The schools on the MCV Campus are served by this office which is located in Room 130, Sanger Hall. *A Manual on Grants and Contracts* is provided by this office. At present Academic Campus schools are also served by this office.

All research and training grants and contracts must be submitted to the grants office for review as to completeness, accuracy of information, and compliance with university, state, and federal policy. This office maintains a master file of all grants and contracts, current, expired, and pending, and maintains a small library of sources of funds, agency guidelines, and application forms. The grants office is also responsible for equipment inventory and maintains a card and photograph file of all items of equipment costing over $100 purchased with grant funds.

7

The grants office subscribes to several publications containing information on changes in programs, guidelines, and advertisements for research resources and contracts. Extracts from these publications may be disseminated on a single item basis or may be included in *Research in Action*, a monthly publication of the Office of Grants Administration distributed to all deans and faculty members. The grants office also compiles a monthly list of awards received and grant applications sent out the preceding month. This list is forwarded to all deans and department and division chairmen.

Fiscal records, budgets, and expenditure reports are maintained in the special funds section of the Comptroller-Treasurer's Office. This office provides each principal investigator, monthly, a listing of financial data concerning the status of his grant or contract.

Applications for research and training grants require approval of the department chairman, dean of the appropriate school and the assistant vice-president for health sciences (or vice-president for academic affairs). The Virginia General Assembly requires approval by the Governor prior to submission of a request for a gift, donation, or grant that would incur considerable expense on the part of the Commonwealth.

Additional information on private foundations making educational grants may be found in *Taft Foundation Guide* located in the Office of the Director of Development.

OTHER SERVICES PROVIDED BY THE UNIVERSITY. If a grant project will require new or additional personnel, equipment (including any special installation requirements), computer assistance, statistical consulting, audiovisual support, the use of animals, alteration of space, extraordinary library demands, or any other service that the institution will be obliged to provide, it is essential that the principal investigator coordinate with the activitiy concerned as soon as the application has been approved. Delay may impede the implementation of the project.

A list of services and their administrators as of spring 1973 follows:
Statistical Assistance - Dr. S. J. Kilpatrick, Biometry - East Campus, Extension 4065.
Space, Installation of Equipment, Renovation - Dr. Roger L. Smith, 910 West Franklin Street - West Campus, extension 5847.
Personnel - Mr. H. Stephen Moore, Jr. - Bowe House - East Campus - Extension 5476.
Use of Animals - Mr. J. J. Dwyer - Room 947 Sanger Hall - East Campus - Extension 4085.
Machine Shop - Department of Biophysics, Mr. Raymond Ruffin, B2-71E Sanger Hall, Extension 4075.
Electronics Fabrication and Design - Department of Biophysics, Mr. Ray Williams, Extension 4075.
Radioisotopes - Division of Radiation Physics, Mr. Ken Duncan, B2-78 Sanger Hall, Extension 4088.

Service provided by organizations other than the university
Glassblowing - Research Glass Corporation - 644-1536 - Private company for fabrication or repair.

INTERNAL FUNDING SOURCES
University Grants-in-Aid for Faculty. Requested by the Faculty Senate and begun in 1972-73, this continuing program has been established by the university to stimulate and encourage research and other scholarly activity by providing funding on a competitive basis for new projects in any division of VCU. The university allocation is currently six percent of all overhead monies from research grants and contracts (approximately $30,000 in fiscal 1972).

The review of proposals and the award of grants is administered by a nine-member (faculty) advisory committee under the chairmanship of the vice-president for health sciences. Guidelines and forms for proposals are available from each dean and the Office of the Vice-President for Health Sciences.

Proposals in any field of creative activity are welcomed from all members of the faculty. Especially encouraged are proposals by those individuals who have limited funds for creative activity in their field, specialized scope of research or teaching interests, limited prior opportunities for research, or

similar reasons. Special consideration will be given to proposals where (a) the research conducted would constitute a pilot study or provide recognition necessary as a basis for recipients to extend their work and obtain additional support from other sources, or (b) the resulting creative work would lead directly to exhibitions, performances, or publications.

Awards will be made on a merit basis without reference to quotas or distribution among fields and departments, subject to the following considerations:

(1) Research leading to an advanced degree for the applicant will not be funded.
(2) A faculty member may submit only one proposal during a given fiscal year.
(3) Ordinarily proposals should be made for support over periods not to exceed one year.
(4) Only in exceptional circumstances will grants be given to an individual faculty member during two consecutive fiscal years.

In situations involving full-time grant activity during the summer, where salary is not received from other sources, a faculty member may request a monthly stipend (not to exceed two months) equal to 100 percent of his monthly salary for the previous academic year. Summer stipends are available only to those having continued employment by VCU in the following semester.

Eligible expenses include small pieces of equipment, publication costs, computer time, and supplies. Funds will not be provided for (a) stipends for other than the recipient of the grant, or (b) travel to present results obtained through the grant. In 1972-73 the maximum award (including a stipend for the faculty member) was $3,000.

Special funds in the health sciences are administered by the Institutional Research Advisory Committee (IRAC).

Applications for support from the A. D. Williams Fund (i.e., post-doctoral fellowships, summer student fellowships, fluid fund for research) and the NIH General Research Support Grant should be submitted to the Secretary of IRAC on forms secured from his office. The appropriate number of legible copies must be submitted by the applicant. Applications for research grants submitted to IRAC should include an exact research proposal with literature references, a budget, and short descriptions of other research projects the applicant has in progress. Current research grants and pending applications should be listed; if there are none, this should be noted. A bibliography of the applicant for the last five years, and if he has been at MCV for less than 3 years, a curriculum vitae should be attached to the application.

Research Grant Support. Funds for research will be available in limited amounts from A. D. Williams funds and funds made available by the various deans. The source of individual support will be upon the recommendation of the Institutional Research Advisory Committee with the concurrence of the A. D. Williams Committee or the school dean. Each request will be carefully scrutinized by a subcommittee with its recommendations brought to the Institutional Research Advisory Committee for further discussion and action.

The purpose of these funds is to enable MCV faculty members, especially younger members, to make pilot experiments so they can make a more successful application for an outside research grant. The maximum support for any single research grant is $3,000.

The budget must list the specific expenses (each of which must be shown to be needed for the study). All supplies and equipment will belong to the institution. Funds will not be allocated for salaries, travel (unless specific use so requires), publications costs, for patient hospital daily costs, or hospital visit fees.

Grants will be made for a 12-month period unless extension is authorized upon written request and justification to the committee. Priority will be given to faculty members at this institution who have not had previous support from this or other sources while here.

Small grant applications for support of students taking research electives are possible. Funds will not be available from this source for remodeling or large equipment items.

7

A. D. Williams Distinguished Scholar Fellowship. To promote exchange and interchange of ideas, fellowships are available to secure distinguished visiting scholars who will spend a significant period of time within our midst devoted to consultation and discussions with the faculty and students. They may or may not be called upon for formal lectures or seminars. The amount of time spent in the institution by the visiting scholar may vary from a few days to one year.

The A. D. Williams Academic Fellowship. In order to augment the faculty with persons well-trained in a specific area requiring emphasis in our institution, academic fellowships for research and teaching are available to scholars who have established themselves. These scholars are eligible for fellowship renewal annually up to five years.

The A. D. Williams Junior Academic Fellowship. Fellowships are available to encourage potential investigators in life sciences to pursue research and gain competence after completion of their formal training. The salary is to be generally at the instructor level but in no instance greater than that comparable to the United States Public Health Service Award.

Fellowships may be reviewed annually, but the individual recipient is expected to seek outside fellowship assistance for continuance. Reasonable money for equipment and supplies may be offered but support for technical assistance will not be allowed.

The A. D. Williams Faculty Fellowship. To enable faculty members at this institution to attend other institutions for further education which will be of value to MCV/VCU, fellowships for the faculty are provided for a period of up to one year. Limited funds for equipment and supplies may be offered.

Funds for travel, domestic or foreign, are not available from A. D. Williams funds. These funds can be used as partial supplement for the salary of faculty members taking state educational leave upon the recommendation of the Institutional Research Advisory Committee and the department chairman and dean concerned.

The Center for the Improvement of Teaching Effectiveness (CITE). During the academic year 1972-73, intensive discussion with the Faculty Senate and various administrative committees focused upon the lack of a coordinated effort to improve the teaching effectiveness of individual faculty members. Clearly, if quality teaching is to be given a stature comparable to that accorded scholarly activities and publication at present, a closely coupled effort is needed to devise a program that can systematically assist faculty in expanding their competence as teachers. This effort should also provide a mechanism that will be sensitive to changes in competence that can be used to guide further self-improvement efforts.

Accordingly, during the spring 1973 semester a faculty committee under the chairmanship of the assistant vice-president for academic affairs was constituted to establish a *Center for the Improvement of Teaching Effectiveness.* The scope and functions of this center are still evolutionary, but benefits to teaching excellence at VCU may result from coordinated efforts.

Sufficient funds have been committed in the fiscal 1972 budget to hire a secretary and full-time director whose sole responsibility will be the improvement of teaching effectiveness on the Academic Campus. The committee is currently assisting in the search for a qualified director.

Educational Planning and Development Program. A program to improve teaching effectiveness of faculty on the MCV Campus provides the following services to faculty upon request to the director of the program:

1. group or individual instruction and/or help in developing course objectives
2. help in devising techniques to measure attainments of expressed instructional goals
3. help in designing self-instructional units.

Appendix

Virginia Commonwealth University
Rules and Procedures 62
Average Compensation, 1972-73 69
Campus Maps 70
Parking Maps 72
Organization Chart 74
Acknowledgements 77

Virginia Commonwealth University Rules and Procedures

Introduction

Virginia Commonwealth University is an academic concept, as well as a physical entity, which is given meaning through the individuals who comprise the University community. Each member is entitled to certain rights and privileges which must be guaranteed through fair and orderly processes. These rights and privileges are best safeguarded if members of the University community act in an orderly and responsible manner. This document pertains to the privileges and responsibilities which each person assumes as a member of the University community.

I. Application

This document governs the conduct of all persons on the campuses of Virginia Commonwealth University and on other property or facilities when being used by the University. (In this document the phrase "University premises" shall be used synonymously for the phrase "campuses of Virginia Commonwealth University, and other property or facilities when being used by the University.") The provisions of this document are applicable to, but not limited to, all members of the University community which is comprised of faculty, administrators, all other employees, students, licensees, and invitees. Statutes of the Commonwealth of Virginia, as well as city codes and national laws, also apply on the University premises; and violators shall be subject to the provisions, including penalties, of this document. In addition, conduct off University premises which violates such statutes, codes and laws; and which also creates serious danger to the members of the University community, or damages or destroys University property, or obstructs or impairs University activities shall subject the violator to the provisions, including penalties, of this document.

II. Relationship to Other Rules and Procedures

All duly constituted University codes or other recognized rules and procedures issued pursuant to University activities and functions remain in force and shall be observed. Consequently, members of the University community may be charged for a single incident under one or more of the above regulations and under provisions of this document as well. In the event a conflict should arise between the provisions of this document and any of these referred to above, the provisions of this document shall take precedence. However, the provisions outlined in this document do not take precedence over any city, state, or federal law.

III. Rights and Prohibited Conduct

Nothing herein is intended or shall be construed to limit or restrict the freedom of speech or peaceful assembly. Free inquiry and free expression are indispensable to the objectives of an institution of higher education. These rules shall not be construed to prevent, discourage, or limit communication between and among faculty, students, classified and hourly personnel, and administrators. The purpose of these rules is not to prevent or restrain controversy and dissent, but to prevent abuse of the rights of others and to maintain public order appropriate to a University campus without which there can be no intellectual freedom. This document shall be interpreted and applied to that end.

A. THE RIGHT TO ACADEMIC FREEDOM AND INDIVIDUAL INTEGRITY IN THE PURSUIT OF EDUCATIONAL GOALS AND OCCUPATIONAL ENDEAVORS

No member of the University community shall be subject to any limitation or penalty solely because of the lawful expression of his views or for having assembled with others for such purpose. Peaceful and lawful picketing and other orderly demonstrations in public areas of grounds and buildings will not be interfered with by the University. However, those involved in picketing and demonstrations may not engage in specific conduct which violates the rights of any member of the University community. No person, either singly or in concert with others, shall willfully:

1. Disrupt or prevent the peaceful and orderly conduct of classes, lectures, meetings, or other University functions, or interfere with the lawful freedom of any persons, including invited speakers, to express their views;

2. Falsify or forge an official University record or document;

3. Lie, cheat, plagiarize, or steal;

4. Abridge the rights of others, as stated herein;

5. Violate any University rule or regulation issued pursuant to a specific University function;

6. Incite others to commit any act which has been herein prohibited.

B. THE RIGHT TO APPROPRIATE UTILIZATION OF UNIVERSITY PREMISES IN THE PURSUIT OF EDUCATIONAL GOALS, OCCUPATIONAL ENDEAVORS, AND RECREATIONAL ACTIVITIES

No person, either singly or in concert with others, shall willfully:

1. Stop or unlawfully obstruct the free movement of any person or vehicle, or unlawfully obstruct a passageway, entrance, or exit;

2. Refuse to leave any University premise after being ordered to do so by an authorized member of the University community;

3. Destroy or damage land, buildings, or equipment owned by or under the auspices of the University or the personal possessions of any individual, or remove such property without proper authorization;

4. Without permission, expressed or implied by the duly assigned occupant, enter any office of an administrative officer, faculty member, employee, student office or student room. This does not prohibit the right of University or law enforcement officers or maintenance personnel to enter private rooms, offices, or any other University facility for reasonable cause;

5. Enter upon, or remain in, any University premise for other than an authorized purpose, or remain beyond the prescribed hours for utilization of that facility, without written permission from a University community member authorized to give such permission.

C. THE RIGHT OF PERSONAL SAFETY IN THE PURSUIT OF EDUCATIONAL GOALS AND OCCUPATIONAL ENDEAVORS

No person, either singly or in concert with others, shall willfully:

1. Cause physical injury to any other person;

2. Threaten with force or violence to cause physical injury to any other person;

3. Have in his possession any firearm or explosive, regardless of whether a license to possess the same has been issued to him, without the written authorization of the President of the University. This does not apply to persons whose duties lawfully require the possession of firearms or other weapons.

IV. Penalties

Any violator of the provisions of this document is subject to one or more of the following penalties:

A. CENSURE

Censure may be imposed either for judgments made by the appropriate administrator on charges he considers insufficient to warrant separation from the University, or for judgments arrived at by the University Hearing Board which do not warrant the separation penalty. Censure may take several forms:

1. Warning

The accused member is notified in writing that he has been judged guilty of conduct which violates the provisions of this document and that he should avoid a recurrence of such conduct.

2. Reprimand

The accused member is notified in writing that he has been judged guilty of conduct which violates the provisions of this document and that a continuance of such conduct will lead to more severe disciplinary action. Reprimand may result from conduct for which the accused member has previously received a warning.

3. Probation
The accused member is notified in writing that he has been judged guilty of conduct of which the University does not approve and that if such conduct is repeated he will be sent before the University Hearing Board for consideration of separation from the University. Probation shall be for a stated period of time, but shall not exceed one calendar year.

B. SEPARATION FROM THE UNIVERSITY
1. If the accused is a faculty member, an administrator, or a classified or hourly employee, his separation from the University shall be a suspension or termination of employment. The suspension or termination shall be effected according to the conditions stipulated in the policies or contract under which the accused member is employed.

2. If the accused is a student, his separation may be either of the following:

a. Suspension
The student shall be temporarily separated from the University for a stated period of time.

b. Expulsion
The student shall be permanently separated from the University.

3. If the accused is a licensee or invitee, his authorization to remain on the campus or other facilities used by the University shall be withdrawn and he shall be directed to leave the premises. He shall be subject to ejection should he refuse to leave. If the accused is a trespasser or visitor, he shall be ordered to leave the premises and shall be subject to ejection if he refuses.

4. In certain emergency situations the accused may receive an interim suspension from the University. (For a full description of interim suspension see Section V, Part C, Number 3.)

C. RESTITUTION

Restitution by the violator to the University or to members of the University community may serve, in certain instances, in lieu of or in addition to the application of the above penalties.

V. Procedures

A. CHARGES
1. Charges Against an Invitee, Licensee, or Any Other Person Not a Member of the University Community.
Any member of the University community may bring charges against an invitee, licensee, or any other violator who is not a member of the University community. Upon notification of such charge the President of the University or his designee may inform the charged person that he is not authorized to remain on the University premises and may direct him to leave. If the charged person refuses to leave, the President or his designee shall cause his ejection.

2. Charges Against the President
Any member of the University community may bring charges against the President of the University. These charges should be placed in writing and directed to the Board of Visitors of the University. The Board of Visitors shall adjudicate the charges as it deems proper.

3. Charges Against Other Members of the University Communtiy
Any member or members of the University community may bring charges against any other member of the University community. Such charges must be in writing and filed as follows:

a. Charges against a student shall be filed with the Dean of Student Life;

b. Charges against a faculty member (including an academic department chairman) shall be filed with the Academic Dean of the accused faculty member;

c. Charges against an administrator shall be filed with the Vice President of the administrator's administrative area;

d. Charges against a classified or hourly employee shall be filed with the Director of Personnel;

3. Charges against a Vice President shall be filed with the President of the University.

B. PRELIMINARY EVALUATION OF CHARGES
Upon receipt of a charge against a member of the University community, as indicated above, the administrator with whom the charge is filed shall de-

termine whether the charge warrants further consideration. If the administrator decides that the accusation should be dropped, he shall notify the individual who filed the charge. Should the individual filing the charge disagree with the administrator, he may request in writing that the administrator refer the charge to a panel of three other potential hearing chairmen (See Section V, Part D); one each to be selected by the administrator, the accused, and the accuser.

C. ACTION

If the administrator determines that the charge warrants further consideration, he shall appoint a designee to conduct an investigation. The investigation shall include a consultation with the accused and notification of the charges. After investigation the administrator shall take one of the following actions:

1. If the administrator determines that action is not warranted in the particular incident, he shall, in writing, notify both the accused and the accuser.

2. If the administrator decides that the charge warrants further action, he shall proceed by one of the following alternatives:

a. If the administrator determines that the charge is of such nature that conviction of the accused member would subject him to possible separation from the University, he shall refer the case to a University Hearing Board. However, if the accused states in writing that he understands and agrees to accept the decision of the administrator, then the administrator may assert the penalty.

b. If the administrator determines that the charge is insufficient to cause separation, he shall censure the accused member. If the accused member disagrees that the censure is warranted, he may request, in writing, that the administrator refer his case to a University Hearing Board. The administrator shall honor this request.

c. A request that the administrator refer the case of the accused to a hearing board shall not subject the accused to a more severe penalty.

3. Interim Suspension

a. If the University President or his designee determines that the presence of an accused member of the University community presents a serious and immediate threat to the University, the President or his designee may immediately suspend that member;

b. The President or his designee shall cause a hearing to be conducted within two days to determine the validity of the suspension and to determine if the interim suspension should continue. Such hearing should be conducted within the guidelines contained in Section V, Part E;

c. Within seven days (excluding weekends and official University holidays) of the date of the interim suspension hearing, another hearing must be held to adjudicate the case.

D. HEARING BOARD

1. The Hearing Board shall be constituted annually at the beginning of the academic year and shall consist of the following members:

a. Two students, only one of whom shall serve on a given case, as outlined below:

(1) The Chairman of the Student Court or his annually appointed designee for the Academic Division. In the event there is no Student Court, a student would be appointed by the Vice President for Academic Affairs to serve the full one-year term;

(2) The Chairman of the Honor Court or his annually appointed designee for the Health Sciences Division.

If the accused is from the Academic Division, the Chairman of the Student Court or his annually appointed designee will serve. If the accused is from the Health Sciences Division, the Chairman of the Honor Court or his annually appointed designee will serve. If the accused has responsibilities in both divisions, the Chairman of the Student Court or his annually appointed designee shall serve if the ac-

cused has greater responsibility in the Academic Division; but the Chairman of the Honor Court or his annually appointed designee shall serve if the accused has greater responsibility in the Health Sciences Division. Should the accused have equal responsibility in both divisions, either the Chairman of the Student Court or his annually appointed designee, or the Chairman of the Honor Court or his annually appointed designee shall serve, as decided by lot.

b. The President of the University Faculty Senate or his annually appointed designee from the Faculty Senate;

c. An administrator appointed annually by the President of the University.

d. A classified employee appointed annually by the Vice President for Finance.

2. The Chairman of the Hearing Board shall be a non-voting member and shall be:

a. For charges against a student, the Dean of Student Life;

b. For charges against a faculty member, the Academic Dean of the charged member;

c. For charges against an administrator, the Vice President of that administrator's administrative area;

d. For charges against a classified or hourly employee, the Director of Personnel;

e. For charges against a Vice President, the President of the University.

3. The individual conducting the investigation shall present his findings to the Hearing Board.

4. The decision of the Hearing Board (although every reasonable effort shall be made to have all voting members present to transact business of the Board, three voting members shall constitute a quorum) shall be presented as a recommendation by the Chairman of the Hearing Board, who shall make the decision. (In the event of a tie vote, each side shall present its recommendation to the Chairman. Should a majority of the Hearing Board so desire, it may present a dissenting report.)

5. Service on the Hearing Board
a. If one of the members of the University Hearing Board cannot continue in that position, the President of the University shall:

(1) in the case of the President of the Faculty Senate or his designee, request the Faculty Senate to select a new member;

(2) In the case of the Chairman of the Student Court or his designee, or the Chairman of the Honor Court or his designee, request the Student Court or Honor Court to select a new member.

(3) In the case of the administrator, appoint another administrator.

(4) In the case of the classified employee, request the Vice President for Finance to appoint a new member.

b. If a Hearing Board Chairman cannot continue, the President shall appoint another chairman to serve.

c. If for personal reasons a member of the Hearing Board cannot serve on a particular case, the hearing may be conducted with three members. If two or more members cannot serve for personal reasons, the Chairman of the Hearing Board must request the President of the University to appoint substitutes for that particular case.

d. If for personal reasons a chairman cannot serve on a particular case, he must request the President to appoint one of the other chairmen to serve. (See Section V, Part D, Number 2.)

6. Additional Hearing Boards
The President of the University shall appoint additional ad hoc hearing boards if required in emergency situations. Those hearing boards shall follow the same procedures as the official Hearing Board of the University and should be composed of a representative from each of the groups named in Section V, Part D, Number 1.

E. PROCEDURAL DUE PROCESS
If a hearing is indicated or requested, that hearing shall proceed as follows:

1. The accused shall be notified in writing of the charge filed against him, who presented the charge, and sufficient details of the charge to enable him to prepare a defense. He shall also be advised in writing of the penalites to which he may be subject if found guilty.

2. The hearing must be held no sooner than seven days and no later than fourteen days (excluding weekends, official University holidays, and examination periods as defined by the official University calendar) of the date of such notification. (At the request of the accused and if mutually agreed upon by the accused and the Hearing Board, a hearing may be held sooner than seven days).

3. The hearing shall be open to the University community unless:

a. The charged member requests a closed hearing;

b. The charged member requests a closed hearing except for a few observers of his choice;

c. Disruptions require that the hearing be closed. (Open hearings do not require that a large number of persons be accommodated.)

4. The accused may be accompanied in the hearing by an advisor of his choice and may consult with the advisor throughout the hearing.

5. The accused shall be given the opportunity to hear the evidence presented against him and to cross-examine his accuser and all witnesses.

6. The accused may present witnesses in his behalf.

7. The accused may reserve the right to remain silent.

8. Within seven days (excluding weekends and official University holidays) of the date of the hearing, the Chairman of the Hearing Board shall, in writing, relay his decision to the accused.

9. A record shall be made of the proceedings.

10. The accused shall have access to all records of the hearing and, should he request it, shall be furnished at no expense to himself, a record of the proceedings. (A copy of the official record of the proceedings, in whatever form it is made, shall satisfy this requirement.)

11. The accused may appeal the Chairman's decision.

F. OTHER CONSIDERATIONS FOR UNIVERSITY HEARINGS
1. If the accused member refuses or fails to appear at a hearing, the Hearing Board shall hear the case on the basis of the evidence accumulated as a result of the investigation.

2. If the accused member terminates his relationship with the University prior to his hearing, the Hearing Board shall have the option of conducting a hearing, with the accused present if possible.

3. The accused member may request postponement of the hearing. The Chairman of the Hearing Board shall rule on the request.

4. The Dean of Student Life shall refer the cases involving lying, cheating, and stealing to the appropriate Student Court or Honor Court. If the appropriate court does not exist, the case shall be adjudicated through the procedures outlined within this document. The student may appeal the action of the Student Court or the Honor Court to the University Hearing Board.

5. If the accused is a faculty member, the Academic Dean involved, in consultation with the President of the Faculty Senate, may refer the case to a faculty grievance procedure for adjudication.

6. If the accused member is a classified or hourly employee, the Director of Personnel may refer the case through the grievance procedure as outlined in University Personnel Policy No. 10.

7. Pursuant to the Rules for the Administration of the Virginia Personnel Act promulgated by the Governor's Office, classified employees have the right to appeal a termination of employment to the Director of the State Division of Personnel.

G. APPEAL

1. If the accused member disagrees either with the decision reached by the Chairman of the Hearing Board or with the penalty specified with that decision, he may appeal the decision or the penalty, in writing, to the University Appeal Board within seven days (excluding weekends or official University holidays) of the notification. An appeal to the University Appeal Board shall not subject the accused to a more severe penalty.

2. The University Appeal Board shall be constituted annually at the beginning of the academic year and shall consist of the following members:

a. One student (other than a Student Court member) chosen by the Student Court of the Academic Division. In the event there is no Student Court, a student shall be appointed by the Vice President for Academic Affairs. This student shall serve the full one-year term;

b. One student (other than an Honor Court member) chosen by the Honor Court of the Health Sciences Division;

c. Two faculty members elected by the University Faculty Senate;

d. Two classified or hourly employees appointed by the Director of Personnel;

e. Two administrative officers appointed by the University President;

f. A non-voting, except in case of tie, faculty chairman, preferably with some legal expertise, appointed by the President of the University.

g. No one who serves on a Hearing Board shall also serve on an Appeal Board to consider the same case. Nor shall an Appeal Board for faculty, administrators, or classified personnel include any division chairman, department chairman, dean, or vice president under whom the accused serves.

3. Decisions of the Appeal Board shall be reached by a majority vote (six voting members constitute a quorum) and shall make recommendations to the President of the University. The recommendations of the Appeal Board shall be forwarded to the President within fourteen days (excluding weekends and official University holidays) after the completion of the appeal hearing. The President shall make his decision after reviewing the recommendations of the Hearing Board and supporting materials. The President shall relay his decision to the accused member within fourteen days (excluding weekends and official University holidays) after the receipt of the recommendations from the Appeal Board. The President's decision shall be final.

4. A tenured faculty member may appeal the recommendations of the Appeal Board to an ad hoc committee as described in Section B, Number 2 of the Statement of Tenure. The Appeal Board shall forward its recommendation to the President and to the accused tenured faculty member, who, if he elects his appeal option, shall notify the appropriate dean. The case shall then be referred to an ad hoc committee as described in Section B of the Statement of Tenure. The dean shall so notify the President and the appropriate Vice President.

5. The Appeal Board will operate under the same procedural due process as outlined in Section V, Part E, Numbers 1, 2, 3, 4, 5, 6, 7, 9, and 10; and in Section V Part F, Numbers 1, 2, 3, and 7.

6. If a member of the Appeal Board cannot continue to serve, the President of the University shall request the original appointing party to make a new appointment. If one member is unable to serve on a particular appeal, the appeal shall be conducted in his absence. If more than one member of the Appeal Board cannot serve, the President of the University ordinarily shall request the original appointing parties to appoint substitutes for that particular appeal; but, if circumstances do not permit this procedure, the President of the University shall appoint the substitutes. If, for personal reasons, the Chairman cannot serve on a particular appeal, the Chairman must request the President of the University to appoint another Chairman.

7. If the President of the University determines additional appeal boards are required during emergency situations, additional ad hoc appeal boards shall be appointed in the same fashion as specified in Section V, Part C, Number 2, if circumstances permit; and, if not, the President of the University shall appoint additional ad hoc appeal boards. The appeal boards shall follow the same procedures as the official Appeal Board and shall be composed as nearly as possible of the appropriate number of representatives of the bodies named in Section V, Part G, Number 2.

H. RECORD OF CHARGE AND ACTION

1. If the administrator who initially received the charge determines that no action is warranted or if a hearing or an appeal determines an acquittal, he shall destroy all records pertaining to the charge and its disposition.

2. In all other cases complete records of the charge, proceedings of the hearing and appeal, if any, the notification of decision, and all other pertinent documents shall be maintained in confidence by the administrator who initially received the charge.

3. Information relative to the case shall be released to other University community members only on a need-to-know basis. The administrator directly in charge of the above records (Section V, Part H, Number 2) shall determine need-to-know.

4. Release of information relative to a case to other individuals not covered under Section V, Part H, Number 3 shall be only with the written consent of the member adjudicated.

Average Compensation, 1972-73*

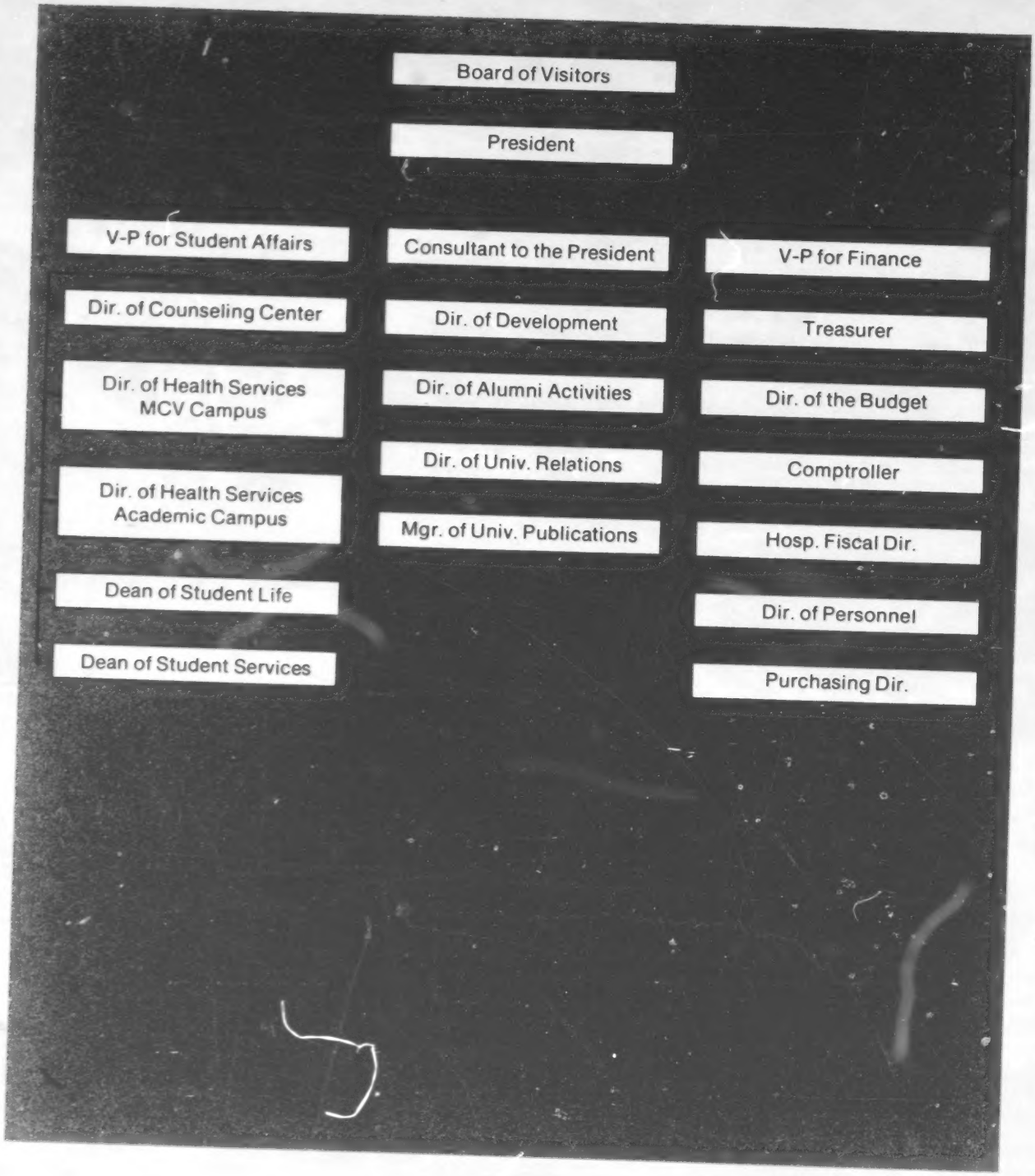
AVERAGE COMPENSATION
FULL-TIME FACULTY*

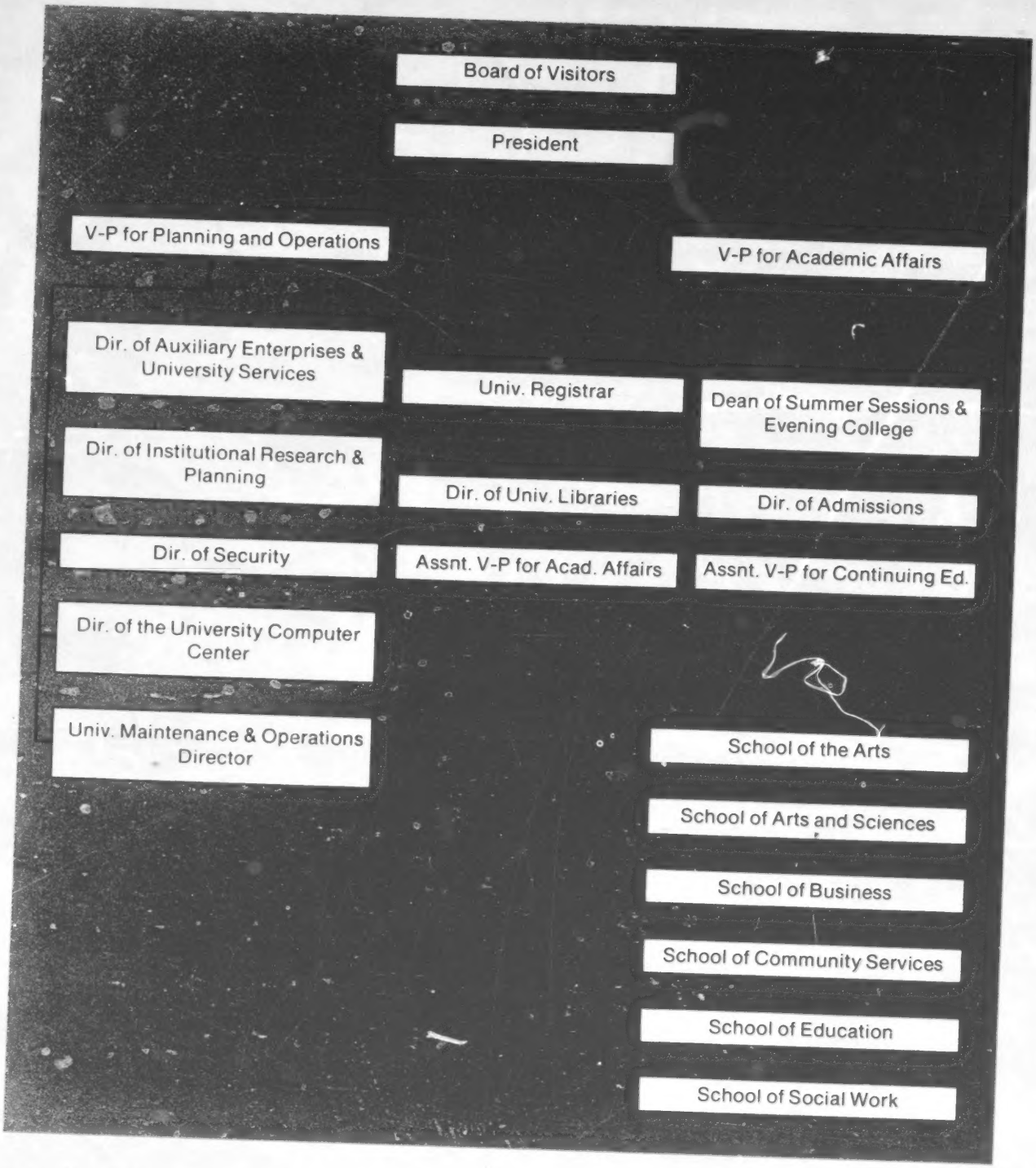
Rank	*Average Compensation*
Professor	$21,500
Associate Professor	$17,000
Assistant Professor	$14,100
Instructor	$11,400

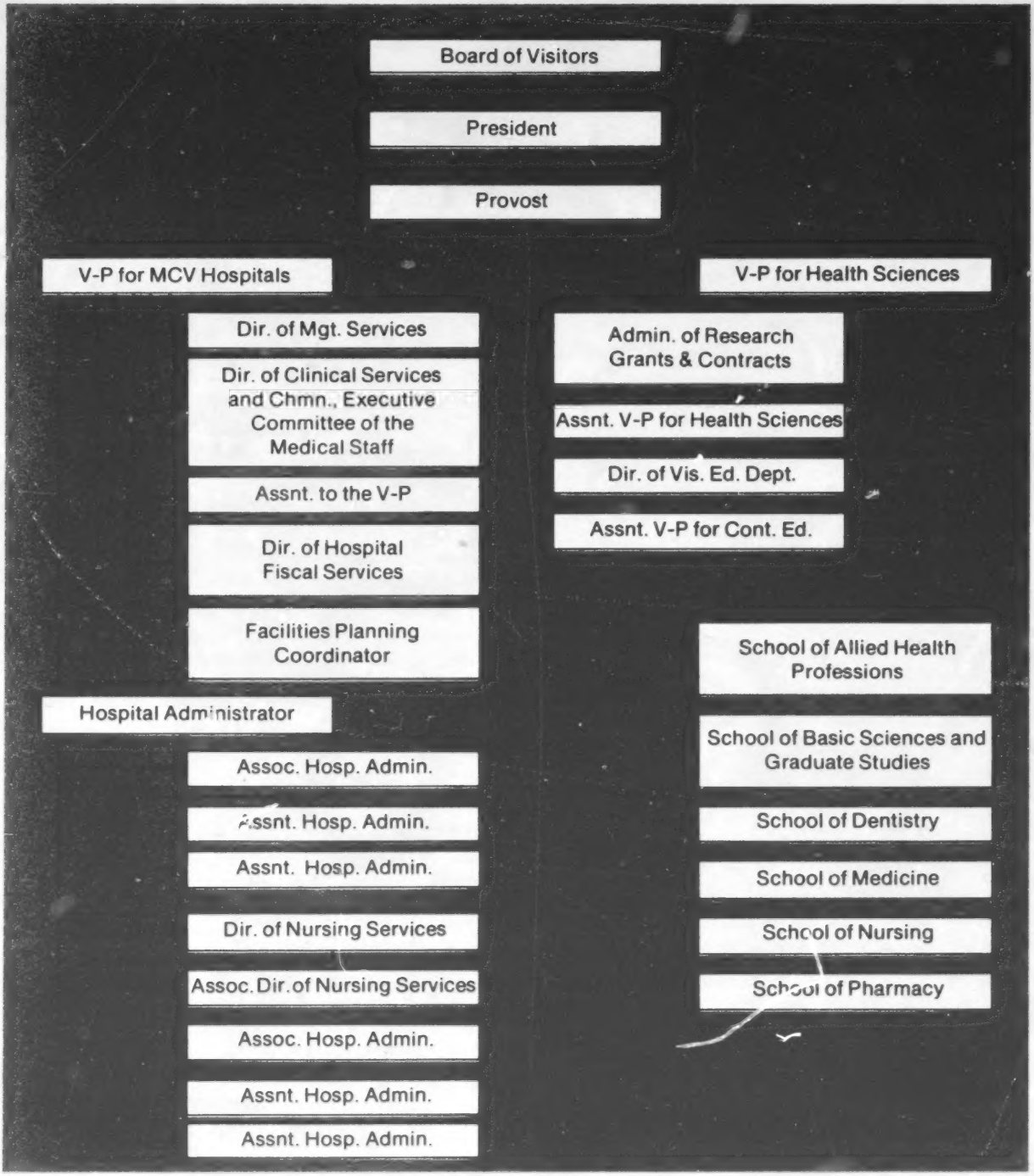
**Salary calculated for the nine-month school year plus fringe benefits for all faculty except in the School of Medicine.*

COMPENSATION, SUMMER SESSIONS. In 1972, payment for each credit hour of teaching in the Summer Sessions was 1/9 of 20 percent of the full-time faculty member's 10-month salary, with a minimum payment of $585 a course. The minimum increased to $735 for any course that met 18 evenings or 12 Saturdays during the summer session.

COMPENSATION, EVENING COLLEGE. In 1972-73 the rate was $256 a credit hour for undergraduate courses, $276 a credit hour for graduate courses, and $535 for a studio course that met one evening a week.


Board of Visitors
President
V-P for Student Affairs
Consultant to the President
V-P for Finance
Dir. of Counseling Center
Dir. of Development
Treasurer
Dir. of Health Services MCV Campus
Dir. of Alumni Activities
Dir. of the Budget
Dir. of Univ. Relations
Comptroller
Dir. of Health Services Academic Campus
Mgr. of Univ. Publications
Hosp. Fiscal Dir.
Dean of Student Life
Dir. of Personnel
Dean of Student Services
Purchasing Dir.


Board of Visitors
President
V-P for Planning and Operations
V-P for Academic Affairs
Dir. of Auxiliary Enterprises & University Services
Univ. Registrar
Dean of Summer Sessions & Evening College
Dir. of Institutional Research & Planning
Dir. of Univ. Libraries
Dir. of Admissions
Dir. of Security
Assnt. V-P for Acad. Affairs
Assnt. V-P for Continuing Ed.
Dir. of the University Computer Center
Univ. Maintenance & Operations Director
School of the Arts
School of Arts and Sciences
School of Business
School of Community Services
School of Education
School of Social Work


Board of Visitors
President
Provost
V-P for MCV Hospitals
Dir. of Mgt. Services
Dir. of Clinical Services and Chmn., Executive Committee of the Medical Staff
Assnt. to the V-P
Dir. of Hospital Fiscal Services
Facilities Planning Coordinator
Hospital Administrator
Assoc. Hosp. Admin.
Assnt. Hosp. Admin.
Assnt. Hosp. Admin.
Dir. of Nursing Services
Assoc. Dir. of Nursing Services
Assoc. Hosp. Admin.
Assnt. Hosp. Admin.
Assnt. Hosp. Admin.
V-P for Health Sciences
Admin. of Research Grants & Contracts
Assnt. V-P for Health Sciences
Dir. of Vis. Ed. Dept.
Assnt. V-P for Cont. Ed.
School of Allied Health Professions
School of Basic Sciences and Graduate Studies
School of Dentistry
School of Medicine
School of Nursing
School of Pharmacy

Acknowledgements. The following members of the Faculty Senate contributed directly and vigorously to the publication of this *Faculty Handbook:*

1970-71
President: Dr. William E. Blake, Jr.
Faculty Handbook Committee: Dr. William Banks, chairman;
Members: Dr. Alan V. Briceland, Dr. Marvin R. Boots, Mr. Clinton S. Ferguson, Dr. Walter Geeraets.

1971-72
President: Dr. William Banks
Faculty Handbook Committee: Dr. Joseph Borzelleca, chairman;
Members: Dr. Alan V. Briceland, Dr. Marvin R. Boots, Dr. Edward Davis, Mr. C. S. Ferguson, Dr. Walter Geeraets, Dr. Elizabeth R. Reynolds.

1972-73
President: Mrs. Florence Z. Segal
Faculty Handbook Committee: Dr. Alan V. Briceland, chairman;
Members: Mr. C. S. Ferguson, Dr. Walter Geeraets, Dr. Thomas Hall, Dr. Elizabeth Reynolds, Dr. Frederick Spencer, Dr. J. Ives Townsend.

Special appreciation is necessary for:

Dr. Warren W. Brandt, president of Virginia Commonwealth University, whose continuous encouragement and support made this publication possible.

Dr. Alan V. Briceland, who served on the Faculty Handbook Committee from 1970 until 1973 and whose dedication and leadership as chairman of that committee in 1972-73 culminated in this publication.

Mr. Philip Meggs, Senator, who developed the format and design of this publication.

Miss Joann Spitler, University Publications Office, whose knowledge and cooperation was deeply valued in planning for the publication of this handbook.

In addition to the above named individuals, appreciation is extended to all those administrators, faculty, and staff without whom this Faculty Handbook could not have been published.

INDEX

Academic Affairs 19
Academic Apparel 49
Academic Campus Committees 17
Accreditation 9
Acknowledgements 77
Administrative Divisions, Departments and Offices 19
Admissions (Undergraduate), Academic Campus 19
Appendix
Athletic Events, Admission to 40
Auxiliary Enterprises and University Services 23
Average Compensation, Full-Time Faculty, 1972-73 69

Benefits 35
Board of Visitors 14
Bookstores 48
Budget 21

Cafeterias 50
Campus Maps 70
Campus Taxi 50
Center for Continuing Education 20
Center for Improvement of Teaching Effectiveness 60
Clubs and Organizations 41
Codes of Conduct 45
Computer Center 23, 57
Consultant to the President 20
Consultation, Remuneration for 33
Council on Academic Affairs 15
Council on Faculty Affairs 15
Council on Undergraduate Student Affairs 15
Counseling Center 23
Courses Open to Faculty 40
Credit Union 38

Educational Planning and Development Program 60
Evening College 20

Faculty, The 16
Faculty Appointments 26
Faculty By-Laws 16
Faculty Employment and Status 25
Faculty Grievance 30, 31
Faculty Identification 53
Faculty Leave 30
Faculty Meetings 17
Faculty, Non-Tenured Appointments 26
Faculty Rights and Responsibilities 43
Faculty Senate 16
Faculty, Special Appointments 26
Finance Division 20

General Information 6

History 6
Housing 40

Institutional Research and Planning, Department of 23
Internal Funding Sources 58

Liability Insurance 38
Libraries (University) 20, 56
Lost and Found 53

Maps 70
MCV Campus Committees 18
Moving Expenses 41

Notaries Public 40

Office and Classroom Assignemtns 53
Organization Chart 74
Outside Employment 45

Parking Facilities and Regulations 49
Parking Maps 72
Personnel Department 21
Physical Plant Department 22
Planning and Operations 22
Police, Division of 22
Policy on Equal Opportunity 9
Postal Service 50
Printing 51
Promotions 33
Property Insurance 38
Purchasing Department 21
Purposes and Objectives 8

Recreation Program for Faculty 39
Recreational and Cultural Opportunities 41
Recruitment, Non-Faculty Personnel 21
Registrar (University) 20
Repair Service 52
Research Grants and Contracts,
Administration of 57
Reservation of Rooms for
Special Events and Meetings 53
Resignation 32
Resources for Faculty Development 55
Retirement 32
Rules and Procedures 62
Rules and Procedures
Governing Faculty Conduct 44

Salaries 32
Salary Increases 32
Security, Department of 22
Solicitation of Funds on Campus 53
State Cars, Use of 52
Student Affairs 23
Student Center Facilities 40
Student Grievance Procedures 44
Student Health Services 23
Student Life, Office of 23
Student Services, Office of 23
Summer Sessions 20
Supplies and Equipment 53

Tax-Sheltered Annuities 38
Teaching Procedures 44
Telephone Service 51
Tenure 27
Termination of Employment 26
Travel, Faculty 51

University Administration, The 14
University Administration and Organization 13
University Assembly 15
University and Campus Committees 17
University Committees 17
University Publications 10
University Services 47